



# A STEADY JOURNEY TOWARDS EXCELLENCE

**ALFA SUSTAINABILITY REPORT**  
**2018-2019**



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**ABOUT  
THE  
REPORT**

*The 2018-2019 Alfa Sustainability Report is the third bi-annual report produced by Alfa. (102-50). The first report was produced in 2016 and the second in 2018 and can be both accessed following this link: <https://www.alfa.com.lb/en/csr/alfa-sustainability-report> (102-51)*

This report compiles an overview of Alfa's recent progress and achievements on the sustainability front, providing in depth reporting in relation to the three basic pillars of sustainability: the social, economic and environmental components, which are mapped in turn to the five pillars of sustainability which form the core of Alfa's Sustainability Strategy including Economic Spillover, Good Governance Community Investment, Customer Centricity/Experience, Employee Nurturing. The report showcases the major positive externalities associated with various aspects of Alfa operations for the years 2018-2019. This biannual report on progress demonstrates Alfa's determination to share in full transparency our progress and milestones in relation to sustainability and our commitment to improve on our performance, and optimize our positive impact on society year after year. (102-52)



This report is primarily organized around the materiality aspects of Sustainability, which are the most relevant and important interventions in relation to the three pillars of sustainability as deemed by key Alfa internal and external stakeholders, as well as the operational context of Alfa in Lebanon. Alfa used the same methodology in this report as we had done in our previous reports. (102-49) Accordingly, this report builds on the principles of materiality, inclusivity and responsiveness used by the Global Reporting Initiative (GRI) Guidelines, the first and most widely adopted global standards for sustainability reporting (102-54). Alfa's sustainability report contents are also aligned with the 10 UN Global Compact principles on Human Rights, Anti-Corruption, Labor and Environment. Alfa's report also integrates and maps to the 17 Sustainable Development Goals (SDGs) and their intricate indicators and benchmarks, which form the essence of the UN 2030 agenda for Sustainable Development.



The information made available through this report is intended to cover the timeframe ranging from January 1st 2018 till 31st December 2019. (102-50)



**ABOUT  
ALFA:  
OUR  
IDENTITY**

# CEO MESSAGE

*During these unprecedented times coinciding with the publication of our 2018-2019 bi-annual Sustainability Report, sustainability concerns may seem a luxury as people are fighting for their basic needs, especially in our Lebanese context.*

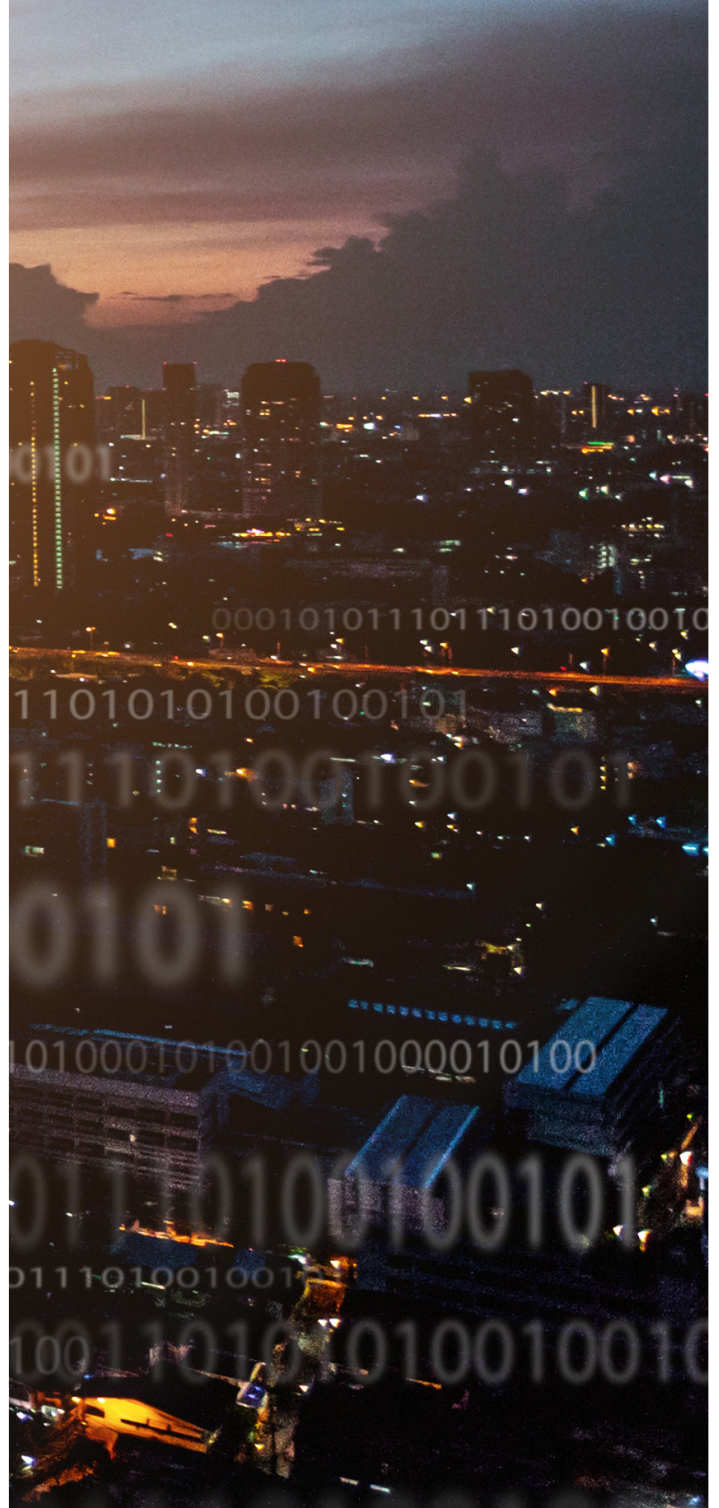
Yet, despite all the uncertainties, Alfa reaffirms its commitment to lead the way on this path, from its firm belief that the UN Agenda 2030, with its 17 Goals, is today more relevant than ever as it turned out to be the only viable roadmap towards a better tomorrow and equal opportunities for all.

Over 25 years serving the Lebanese community, we have reinforced our efforts to align our strategy and operations with the 10 principles of UN Global Compact focusing on: Human Rights, Labor, Environment and Anti-Corruption. At Alfa, we are striving every day to translate our efforts on the sustainability front into real on-ground initiatives to create value for our stakeholders, our employees, our business partners and the surrounding community.

With the current challenges that the world is facing that were particularly harsh on our country, our main objective is to serve our customers with, at least, the same Quality of Service we have been providing for the past years. Our commitment to achieve the same Technical and Commercial KPIs remains unchanged. We pledge to keep our momentum high by leveraging our resourcefulness, efficiency, and sense of initiative; to improve our work methods and adapt to changes that help us to address the challenges we will face and strive to push our limits always forward and keep delivering with the same accountability. On this front, we are proud to have acquired two new ISO Standards: ISO 14001 for Environmental Management and ISO 45001 for Occupational Health and Safety, as part of our commitment to Excellence and continuous improvement. Our Silver Jubilee coincided with the introduction of the first trial of 5G experience in Lebanon. Technology proved and continues to be the pillar of our economic development and the tool for the sustainability of the human life, connecting people from their homes to their workplace and schools providing them with the tool to adaptability and agility. We will hold on to this mission of bridging gaps and connecting people.

This report highlights the progress made in 2018-2019; a progress that would have not been possible without the dedication and relentless efforts of Alfa family members. Our Alfa team remains at your disposal and welcomes comments and feedback from our different stakeholders at any point in time.

**Jad Nassif**



# ABOUT ALFA

MIC1S.A.L, -brand name- Alfa (102-1) is a mobile network operator that provides mobile lines and related services in Lebanon. (102-2) The headquarters are located in Parallel towers, Dekwaneh, Lebanon (102-3).

It is the first Lebanese mobile network owned by the republic of Lebanon. Alfa only operates in Lebanon, (102-4) delivering quality and professional solutions for the mobile sector in Lebanon. Alfa currently serves more than 2 million subscribers (75% of them are data users), through a state-of-the-art network (2G, 3G+, 4G and 4G+/LTE-A) that covers 99% of Lebanon. (102-6).

MIC1S.A.L (Alfa) is a Joint Stock Company with the legal registration number R.C. 72514 Baabda; (102-5) serving the Lebanese market with almost half the market share. Alfa customers include individuals, business sector, governmental entities, military institutions, media bodies, as well as inbound roamers holding non-local GSM lines and using the Alfa network.

On October 25, 2011, Alfa became the first mobile operator to launch 3G+ mobile broadband services in Lebanon. In another major technological achievement, the company was the first to commercially launch 4G-LTE services in the country on May 15, 2013; and the first 4G+ live sites in Lebanon in Q3 2015 and Q2 2016. In 2018, Alfa was the first to accomplish the 1st 5G trial in Lebanon with speeds reaching 25 Gigabits/sec for the first time in Lebanon's history.



## MOTIVE

In the domain of sustainability, Alfa's motive is fueled by a strong sense of belonging. As proud citizens of our community, we provide competitive telecommunications services, while maintaining the highest quality of service and upholding our sustainability commitments.

## VISION

Our main aspiration is to engage and lead change within the telecommunications industry by making use of advanced technologies and adaptable mobile solutions for the Lebanese market. Alfa is creating an innovative model for social responsibility and fostering the engagement of our stakeholders through an agile and innovative value creation system.

## OUR BELIEFS

### We believe in:

#### The Potential of our People

By nurturing our talented teams and developing knowledge and skills, we enable our people to pave the way to, and always strive for, sustainable growth.

#### The Power of Agility

By constantly enhancing our business processes, talent management, and technologies, we create competitive advantage and strategic differentiation.

#### The Power of Customers

Delivering outstanding customer experience by striving for excellence and anticipating our customers' needs, thus turning them into brand ambassadors.

#### The Power of Sustainability

Building a sustainable business model by investing in our talents and engaging our stakeholders, for the benefit of our society, as well as the environment through pioneering responsible operations and initiatives.





## COMMITMENTS

### We are committed to:

#### The wellbeing of our people

By improving their lives, creating opportunities, and building their capacities in a fair and nurturing environment.

#### Being a socially responsible corporate citizen

By contributing to the community in which we live and grow, and by achieving and maintaining the highest standards of ethical conduct and integrity.

#### Acting with agility

By reinforcing our ability to adapt to complex client requirements, while keeping abreast of changes in the market and the business environment, and by embracing the latest technologies in terms of energy savings and operational efficiency towards renewable energy sourcing. We strive to provide innovative services to our clients by maximizing satisfaction through continuous improvement of our quality management system.

#### Customer Centricity

We are committed to provide state-of-the-art and innovative services to our clients by maximizing satisfaction through continuous improvement of our quality management system.

## ASPIRATIONS

We are the caretakers of our people. We are leading corporate citizens and take proactive action to create positive changes in people's lives.

We strive to maintain our leading position by aligning our sustainable engagements with our business strategy and creating shared value in the process.

We lead change by conceiving and enacting innovative business opportunities, as well as modeling emerging trends for the interest of our community, resulting in optimal business performance characterized by service excellence flavored by a strong sense of community giving and enhancement.

Finally, we provide an exceptional customer experience, by placing our customers at the center of our business and strategy, and delivering greater value towards long-term customer satisfaction and loyalty.

# SERVICES (7-102)



**Prepaid/Postpaid Lines and Bundles**



**Mobile Handsets and Routers**



**Voice SMS & Data Roaming for Postpaid and Prepaid**



**Mobile Internet and Broadband Over 3G+ and 4G+ Networks**



**Machine to Machine Services**



**Bundles Offers and Promotions**



**Alfa Media SMS Service**



**BAYTI a Fixed Wireless landline Corporate Offers**



**VAS Services**



**Alfa Business: Private Network for Business**



**Entertainment Services**



# SDG HIGHLIGHTS

In March 2014, Alfa joined the UN Global Compact Network platform, the world's largest sustainability initiative and has been since then a key member of its Board of Directors. Alfa renews yearly its commitment to the principles of social responsibility, green stewardship and good corporate governance. (102-13)

Since 2016, Alfa is working on aligning its sustainability projects with the SDGs by mapping all projects around core SDGs and SDG indicators, which form the essence of the UN 2030 agenda for Sustainable Development. We are committed to making progress on the SDGs, and we have committed to a number of core SDGs as showcased in this report (Primary SDGs 3, 9 and 10 and Secondary SDGs 4, 5, 8, 11, 13, 17).

The below chart summarizes some of the key main milestones in relation to the SDGs for the period 2018-2019:



### Highlights of Progress Towards SDG3

- Alfa encourages local sports and sheds light on local talent by being the main sponsor of many marathons, tournaments, national sports teams and leagues as well as Alfa team members including those with "Iron Will"
- Alfa held a dialogue on mental illness in partnership with the Association Francophone Pour les Malades Mentaux (AFMM) and launched illustrated books of six renowned artists about mental health and illness
- Alfa continuously supports the well-being of people with "Iron Will" through Art and Sports therapy as part of Alfa 4-Life CSR events
- Alfa embraces the culture of Road Safety and was the first telecom operator in the MENA region to be awarded ISO 39001:2012 certification on Road Traffic Safety, working internally and externally on spreading awareness through targeted community awareness campaigns and external initiatives.
- Another major milestone in the course of Alfa's development is to be the first telecom operator in the MENA to be awarded ISO 45001 for Occupational Health and Safety.



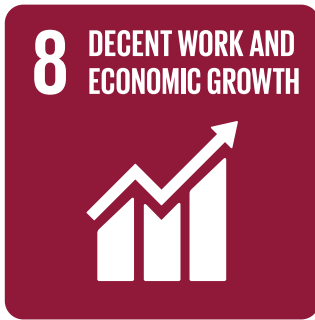
### Highlights of Progress Towards SDG4

- Alfa organized with Ericsson the second edition of the "Alfa and Ericsson IoT Award" Competition for university engineering students to encourage entrepreneurship and innovation (SDG9)
- Alfa provides a benefit supportive plan to its employees who are seeking university studies



### Highlights of Progress Towards SDG5

- Alfa was the first Lebanese company to organize "Girls in ICT" event every year since 2013 as per Lebanon's ITU directive to teach young ladies about the telecom sector and the opportunities available to them and encourage them to pursue careers in the field
- In 2019, our team comprised 39% of women, including 13% of Executives and 33.3% of management.



### Highlights of Progress Towards SDG8

- With a stronger need for an agile and innovative telecom sector in the country, Alfa is continuously creating opportunities for decent employment in the company and through the ecosystem while introducing new technologies
- Alfa fosters a synergistic work environment that values every employee, promotes respect and teamwork and strengthens its position as a Model Employer
- Alfa contributes to more than 1% of the national Lebanese economy (GDP)



### Highlights of Progress Towards SDG9

- Alfa provides the fastest internet innovations in the world to the Lebanese market. Mobile broadband speed advanced from rank 66 in 2016 to rank 26 worldwide by end of 2019 with a download speed averaging 46.7 Mbps
- Alfa has nationwide 4G+ deployment covering 100% of its subscribers with LTE Advanced sites
- Alfa in cooperation with Ericsson, offered the first integrated 5G Live experience in Lebanon, introducing the public and university students at Alfa headquarters to never-before-seen techniques in Lebanon, demonstrating the 5G network potential and wide range as well as huge speeds that exceed current speeds by 100 times to reach 25 gigabits per second (Gbps)
- Alfa launched customized initiatives and programs for the youth fostering innovation: Alfa & Ericsson IoT Award for engineering university students, Girls in ICT day and supported Lebanese talents
- Alfa was the first Lebanese operator to test VoLTE in Lebanon and among the first in the MENA region to deploy it
- Alfa is still investing in its infrastructure, by end of 2019, Alfa radio network consisted of 1,166 2G sites, 1,426 3G sites and 1,391 4G sites



### Highlights of Progress Towards SDG10

- Alfa champions the cause of people with "Iron Will" by partnering with NGOs to support their inclusion and improve their productivity and financial independence
- Youth Diversity is also important and 26.82% of Alfa employees are below the age of 30 years
- Employees with "Iron Will" constitute more than 3% of Alfa's Total Employee Population exceeding the 3% quota stipulated by the Law 220/2000 and ratified by Parliament in December -1999 to promote the rights of the disabled



### Highlights of Progress Towards SDG11

- Alfa family is continuously trained and reminded about sound driving rules as part of its Road Traffic Safety management certification ISO 39001:2012, and audited on a yearly basis
- Alfa sponsored local festivals to encourage Art and Culture and support local communities



### Highlights of Progress Towards SDG13

- Alfa has a well-established Waste Recycling program in all Alfa premises (papers, cardboard, plastic and metal)
- Alfa celebrates Earth Hour on a yearly basis
- Alfa provides Green Tips to colleagues on a monthly basis
- Alfa's Green Bill initiative encourages customers to resort to e-bill instead of paper
- Alfa was awarded ISO 14001 for Environmental Management, by the certification body "Groupe AFNOR" accredited by COFRAC, putting the Environment at the heart of Alfa's business, by reducing our environmental footprint, optimizing waste management, reducing energy consumption, and cutting down on carbon emissions.
- Alfa and Ericsson launched the first of its kind e-waste recycling initiative in Lebanon by recycling more than 400 tons of expired electronic waste such as transmitters and antennas that were stored in Alfa warehouses. This e-waste material was exported to Sweden and was recycled according to international standards.



### Highlights of Progress Towards SDG17

- Alfa supported many local NGOs through its Alfa 4-Life program
- Alfa is a member of the UNGC and the GCNL Board of Directors which is continuously seeking to develop partnerships that create impact in the community
- Alfa gathered its main suppliers and introduced them to the SDGs to work together hand in hand towards achieving the goals



# AWARDS

1<sup>st</sup> telecom operator in MENA to be awarded ISO 45001 for Occupational health and Safety.



1<sup>st</sup> operator to be awarded at the same time 2 ISO certifications ISO 14001 for Environmental Management and ISO 45001 for Occupational Health and Safety.



Alfa was the recipient of ISO 31000 attestation of compliance for Risk Management.



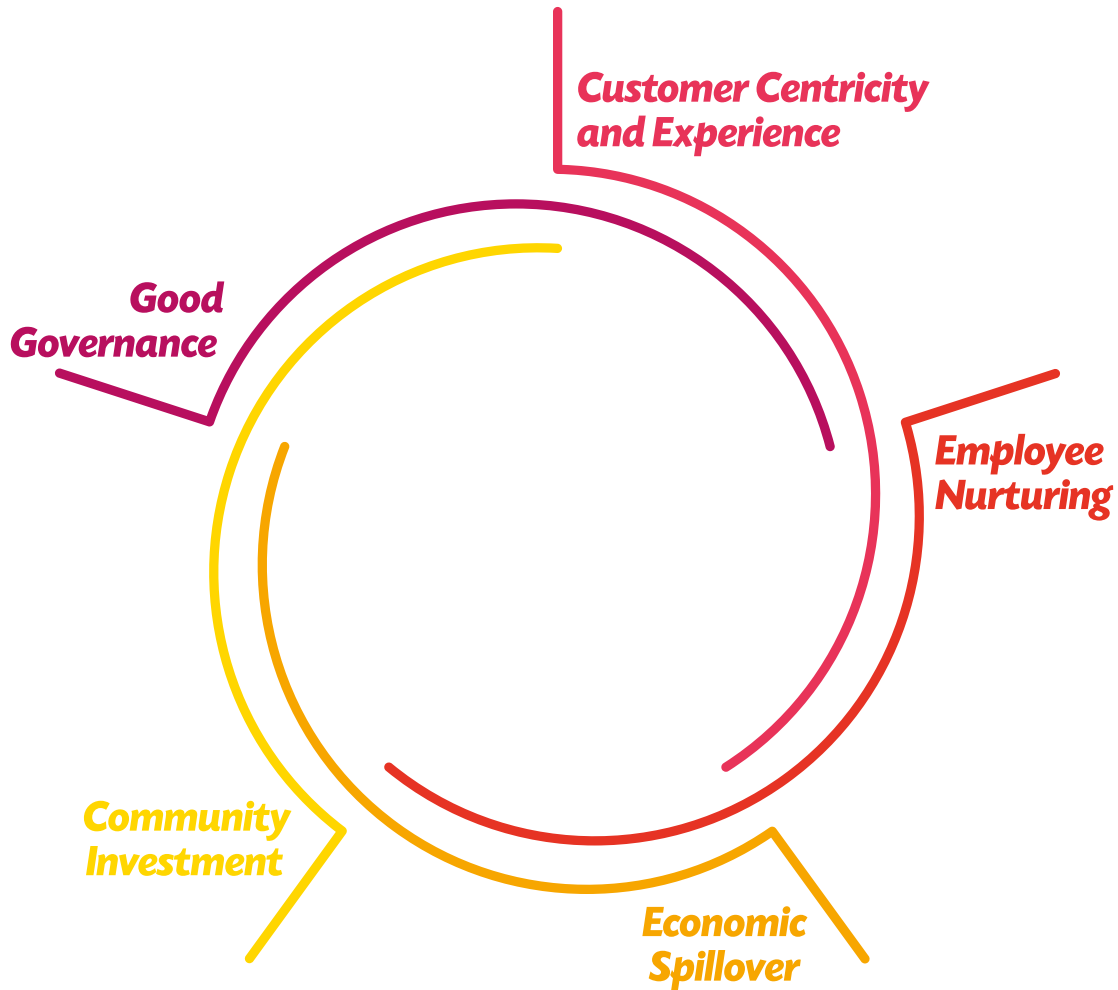




**OUR  
SUSTAINABILITY  
STRATEGY**



# OUR PILLARS



Our Corporate Sustainability Strategy (CSS) was established in 2014-2015, after consulting with and taking the input of our internal and external stakeholders. 5 pillars have been identified to reflect our beliefs and corporate culture:

1. Good Governance
2. Customer Centricity & Experience
3. Economic Spillover
4. Employee Nurturing
5. Community Investment

As we are celebrating our Silver Jubilee, we are proud that the concepts of sustainability are now part of our day-to-day operation. Our strategy demonstrates our commitment to our people, our planet and the world we live in.

In the following section, we will detail how we define our stakeholders, the process we use to assess their needs as well as how we map our priorities with our strategy.

# STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a key part in Alfa's business operations. By reaching out to the right stakeholders, we build a rich environment, fruitful collaborations and trust among our partners. (102-43)

Our stakeholders are defined as persons, groups or organizations who firmly believe in our objective, operation and policies. This year and based on the previous report, Alfa updated its stakeholder assessment process to identify the main stakeholders based on their economic, social and environmental impact from a scale of 1-5. (102-42)

We engage our stakeholders in dialogue to reach a high level of transparency, partnership and effective communication enabling us to reach common grounds in relation to the social, economic and environmental issues (102-21). This way Alfa is able to proactively follow its sustainability agenda and ensure its responsiveness to the needs of each stakeholder. (102-9) For both years 2018-2019, there was no significant change in the supply chain nor in the organizational structure, size or ownership. (102-10)

## DEFINING OUR STAKEHOLDERS



## ALFA'S PRIORITY STAKEHOLDERS (102-40)

- 01 Ministry of Telecom
- 02 Customers
- 03 Employees
- 04 Competitors
- 05 Council of Ministers
- 06 Suppliers
- 07 Electrical Power Providers (EDL)
- 08 Unions
- 09 Banks
- 10 Internet Service Providers (ISPs)
- 11 Municipalities
- 12 NGOs
- 13 Sports Community
- 14 Arts & Cultures
- 15 Start Ups



## STAKEHOLDER ENGAGEMENT (102-43-44)

Stakeholders	Frequency of Engagement	Nature Engagement	Stakeholder Priority	How we respond
<b>Society</b> Future Generations Local communities Municipalities Schools Universities NGOs and Social Activists Sports Community Arts & Cultures Startups	Daily	One 2 One Meetings Surveys/ Questionnaire Conference Seminars Sponsorships Social Media Channels Letters/Faxes/Memos Focus Groups Mobile App	Customer Experience Privacy & Data protection Digital Access & inclusion Commitment to Energy Efficiency & Reducing Waste & Emissions Health & Safety standards	Business & Employment opportunities Respect for environment Community Involvement Tailored Services Special Promotion & reductions
<b>Collaborators</b> Auditors Lawyers	Daily	One 2 One Meetings		Long-term business relationship Add a credential to portfolio
<b>Commercial Partners</b> Banks Collections Companies Insurers Distributions/Point of sale Major Suppliers Other Suppliers (not major) Landlords Roaming Partners Electrical Power Providers	Depending on needs	One 2 One Meetings Contracts Online Training Site Visits	Ethics, Values & Governance Sustainable procurement Digital Access & Inclusion Energy Efficiency & Carbon Emissions Culture & Engagement	Financial Value Long-term business relationship Continuous development & training

## OUR STAKEHOLDERS (102-42)

Priority Stakeholder	Relationship to Alfa	Economic Influence (Scale 5 - 1)			Social Influence (Scale 5 - 1)			Environmental Influence (Scale 5 - 1)		
		"Interest IN Alfa"	Influence OF Alfa	Influence ON Alfa	"Interest IN Alfa"	Influence OF Alfa	Influence ON Alfa	"Interest IN Alfa"	Influence OF Alfa	Influence ON Alfa
Ministry of Telecom (MoT)	Owners/Regulators	5	4	5	5	5	5	5	5	5
Board members	Internal	5	5	5	4	4	5	4	4	5
Management	Internal	5	5	4	4	4	4	4	4	3
Employees	Internal	5	5	3	4	5	3	2	4	2
Customers	Users	5	4	4	4	4	4	4	5	4
Competitor	Competition	5	5	5	3	4	4	3	4	4
Unions	Pressure Group	4	4	4	4	2	5	2	2	2
Municipalities	Society	5	2	3	3	2	4	4	3	4
Local Communities	Society	3	2	1	3	2	4	4	3	4
Major Suppliers	Commercial Partners	5	5	5	1	1	3	1	2	3
Collection Companies	Commercial Partners	5	5	3	1	3	2	2	2	2

# MEANS OF ENGAGEMENT

Our stakeholder engagement includes regular and ongoing commitment in several areas such as employee engagement activities, joint projects & initiatives, customer meetings, surveys, social media channels, conferences, newsletters, sports & competitions, invitation to cultural events, performance appraisal, industry peers and others (102-43).

<i>External stakeholders</i>	<i>Internal Stakeholders</i>
One-on-one meetings	One-on-one meetings
Surveys	Surveys
Conferences	Gatherings
Seminars	Newsletters
Social media channels	Annual celebrations
Letters	Games Sports Competitions
Faxes	Contests
Memos	Entertaining activities
Mobile applications	Invitation to cultural events

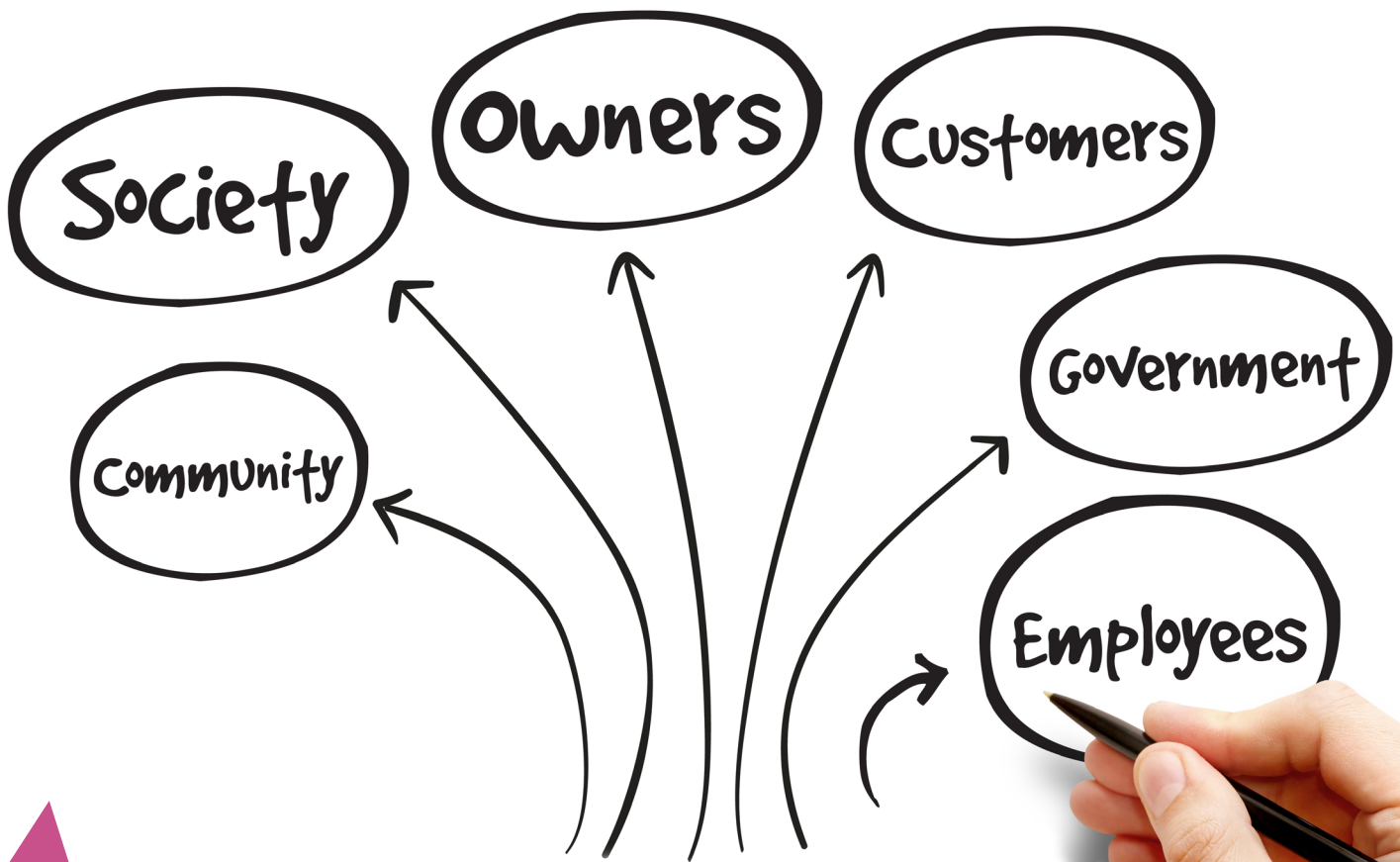


# PURPOSE OF ENGAGEMENT

Engaging with our stakeholders helps us recognize and process the key components for the success of our business, and ensure the constant development of our sustainability strategy to tackle the main topics of concerns.

By conducting a periodic study of our stakeholder engagement we were able to diagnose and broaden our scope in terms of solving issues, concerns, expectations and results. We thus forge our stakeholder engagement with the principle of inclusiveness. (102-46)

# STAKEHOLDERS



# STAKEHOLDER INTERESTS

## External stakeholders:

- Respect of the environment
- Involvement of the community
- Business and employment opportunities
- Staying in line with technology
- Protection of data
- Customization of the offers
- Innovation and quality products
- Quality of the network
- Satisfaction of customers
- Creation of long-term partnerships with contractors, suppliers and distributors

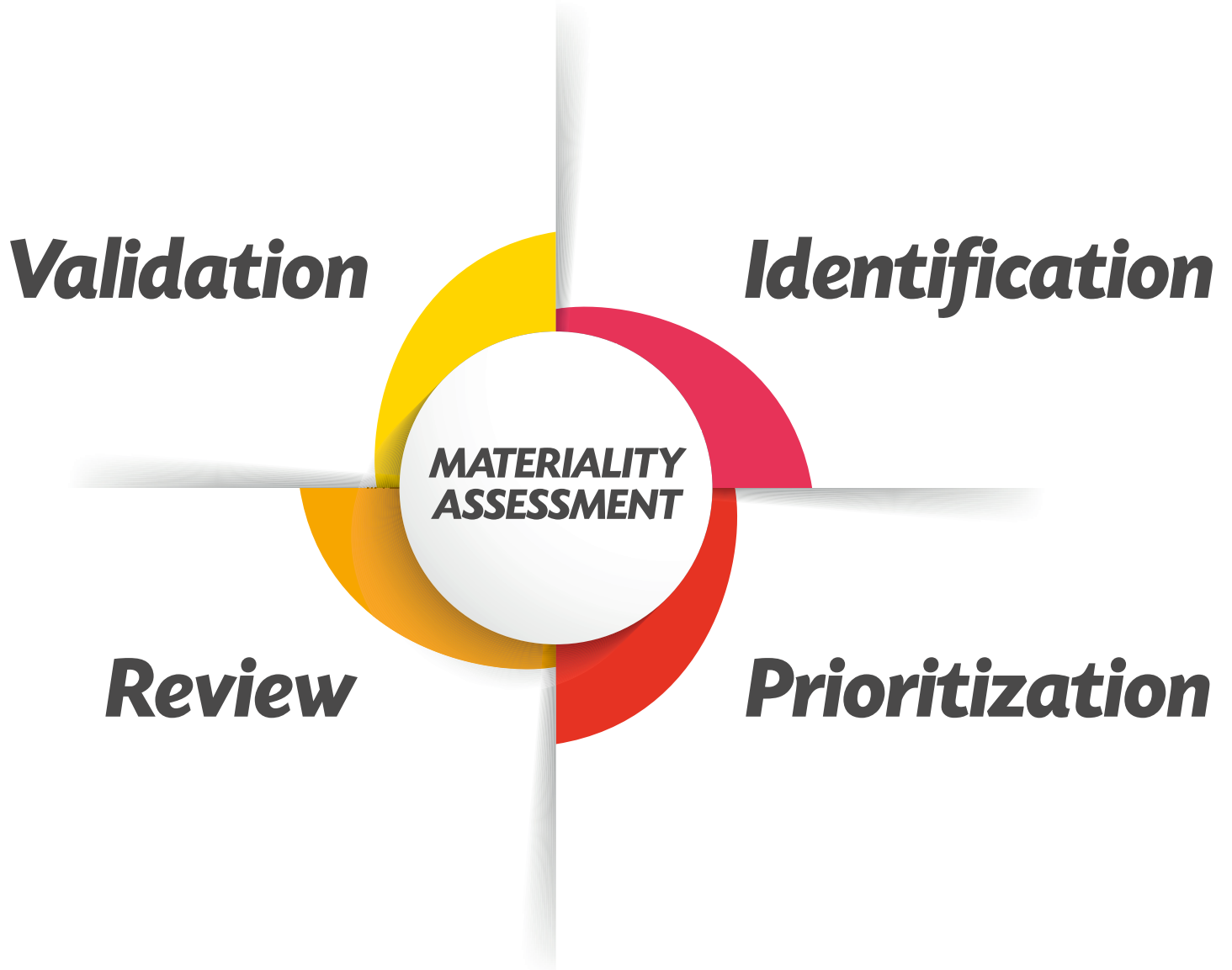
## Internal stakeholders:

- Ethics and behavior
- Respect of international norms
- Fair operating practices
- Non-discrimination
- Training and development opportunities
- Career development
- Work-life balance
- Fostering a learning environment
- Creation of a recognition and retention program
- Benefits and compensation
- Satisfaction of employees
- Environmental protection and waste disposal
- Increased market share



# MATERIALITY ASSESSMENT

Our materiality assessment is based on 4 steps:





## MATERIALITY ASPECTS PER PILLAR

Good governance is at the center of our 5 pillars including Good Governance, Employee Nurturing, Economic Spillover, Community investment and Customer, Centricity and Experience.

At Alfa, our materiality process assesses, identifies, prioritizes and validates the sustainability issues and concerns raised by our stakeholders to come up with practical solutions. (102-47). The Material aspect per pillar is shown in the figure below.



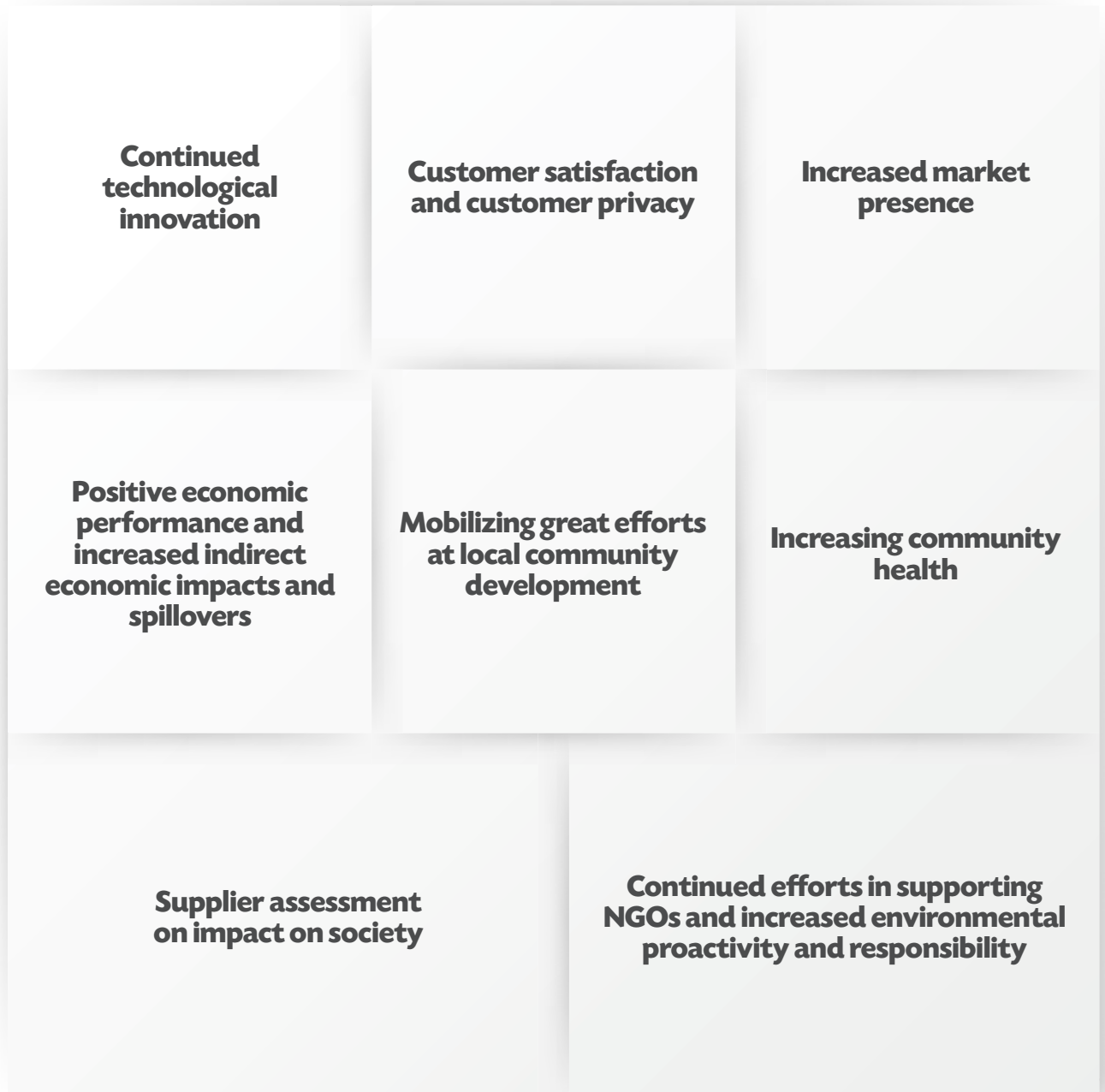
# **SUSTAINABILITY TOPICS (103-1)**

<b>Ethics and compliance</b>	<b>Anti-corruption &amp; risk management policies and procedures</b>	<b>Good procurement practices and supplier assessment for labor practices</b>
<b>Human rights and non-discrimination</b>	<b>Occupational health and safety</b>	<b>Progressive employment practices pertaining to diversity and equal opportunities</b>
<b>Training and education</b>	<b>Occupational health and safety</b>	<b>Equal remunerations</b>



**Topics raised by our internal and external stakeholders**

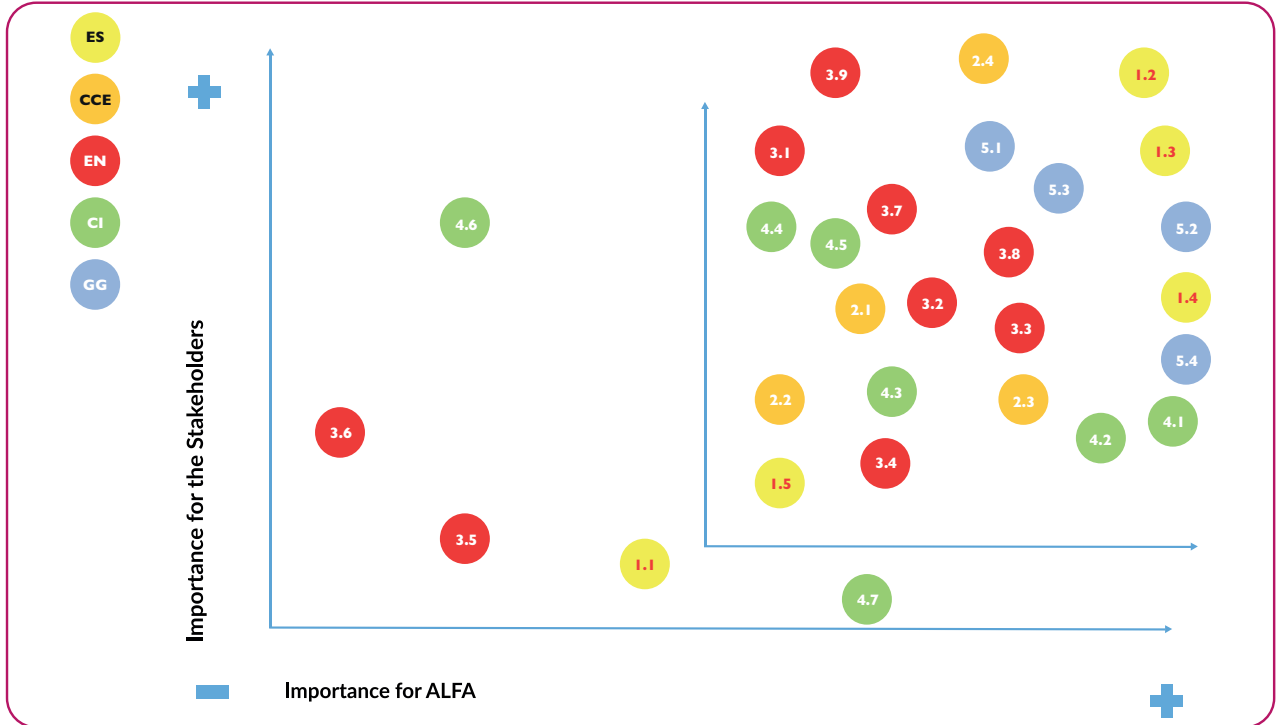
# **EXTERNAL PRIORITY MATERIAL**



The issues noted above, are the main material components that were included in our CSS. These components are related to our 5 pillars: Good Governance, Employee Nurturing, Customer-Centricity, positive Economic Spillovers and Community Investment.

# ALFA'S MATERIALITY MATRIX

The aim of our materiality is to consolidate the most important material issues tackled by our organization and stakeholders. These material issues, are combined under our 5 pillars and help in turn identify the core and boundaries of our sustainability strategy for 2018-2019 (103-1).



## Matrix

<p>1 - Economic Spillover</p> <p>11 Anti Competitive Behavior</p> <p>12 Indirect economic impacts</p> <p>13 Economic Performance</p> <p>14 Market Presence</p> <p>15 Start ups</p>	<p>2 - Customer Centricity and experience</p> <p>21 Customer Satisfaction</p> <p>22 Supplier Assessment Labor practices</p> <p>23 Customer Privacy</p> <p>24 Technological Innovation</p>	<p>3 - Employee Nurturing</p> <p>31 Equal remuneration</p> <p>32 Health</p> <p>33 Trainings and education</p> <p>34 Non-discrimination</p> <p>35 Child-Labor</p> <p>36 Labor management relations</p> <p>37 Employee practices</p> <p>38 Diversity and equal Opportunities</p> <p>39 OHS</p>	<p>4 - Community Investment</p> <p>41 Philanthropy</p> <p>42 Supplier Assessment on Social Impacts</p> <p>43 Environmental responsibility</p> <p>44 Human Rights Assessment</p> <p>45 Local community development</p> <p>46 Impact Investments</p> <p>47 Public policy</p>	<p>5 - Good Governance</p> <p>51 Anti-Corruption</p> <p>52 Ethical and compliance</p> <p>53 Procurement Practices</p> <p>54 Risk Management</p>
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Digital Marketing



**PILLAR  
ONE:  
GOOD  
GOVERNANCE**

# CORPORATE IDENTITY

Alfa's main commitment is to operate in accordance with the best interest of its main stakeholders. At Alfa, we believe in the implementation of transparent and ethical policies that maximize optimal shared value for our various stakeholders. Our structures, policies and controls are intended to provide an accountable and ethical foundation to our business.

The framework adopted in the context of our state of the art corporate governance system led us to develop a new culture promoting at its heart our commitments based on integrity, transparency and ethics of conduct. (102-17)

The Good Governance pillar includes the following sections:

- 1- Corporate Identity
- 2- Commitments
- 3- Alfa's Policies, Codes and Guidelines
- 4- Enterprise Risk Management
- 5- Anti-Corruption
- 6- Supplier Assessment on Environmental, Social and Governance Issues



Our values mission and vision lie at the core of our corporate identity and showcase our commitment to offer an added value to our stakeholders, community and environment. This commitment is based on our CSS and our core values including Customer Centricity & Experience, Employees Nurturing, Economic Spillover and Social Responsibility. These values are now part of our DNA, and are integrated at the heart of our Sustainability Strategy and form an important part of our identity, translating in turn into added value in the eyes of our internal and external stakeholders.

# COMMITMENTS (102-16)

**Our commitments define Alfa and what we stand for, our code of conduct and our policies are always updated and adapted to ongoing situations. Our organizational commitments are summarized as follows:**



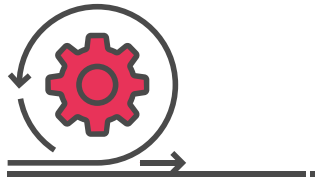
## People

We believe our people are at the essence of our organization and we are committed to provide and create opportunities and new capacities.



## Socially Responsible Corporate Citizen

We contribute to our community by including in our day to day work the highest standards of ethical conduct and integrity (listed below).



## Agility

We use our agility to adapt to our customers' needs and requirements while keeping track of the changes occurring in the markets.



## Consumers

We ensure maximizing the satisfaction of our clients by improving the quality of our management systems.



# BOARD OF DIRECTORS

Alfa's board of director's role includes supervising and monitoring the Company, by offering strategic direction and sound governance. The election of the board members is handled by the General Assembly. (102-24) The board meets yearly as a General Assembly and can meet up to 4 times in case of pressing issues and topics. (102-28, 31) The main responsibility includes electing the Chairman and exercising the responsibilities defined by the commercial law. In some cases, responsibilities can be transferred from BOD to the Executive Committee. The Board of Directors sets Alfa's strategic approach and procedures across all organizational aspects including sustainability, economic, social and environmental issues (102-20,26,27). It may also seek the assistance of private consultants to ensure optimal decision-making and framework design. Moreover, the board is in charge of reviewing the sustainability report produced by Alfa before its publication. (102-32)

The main duties of the BOD are supported by the following committee and can be found below (102-22-23)

**1. Executive Committee:**

Responsible for leadership of the company, the setting of the strategy, achieving the results and reporting to stakeholders

**2. Risk Management Committee:**

In charge of monitoring and detecting security risks and implementing risk mitigation and prevention measures

**3. CAPEX Committee:**

Responsible for reviewing all expenditures

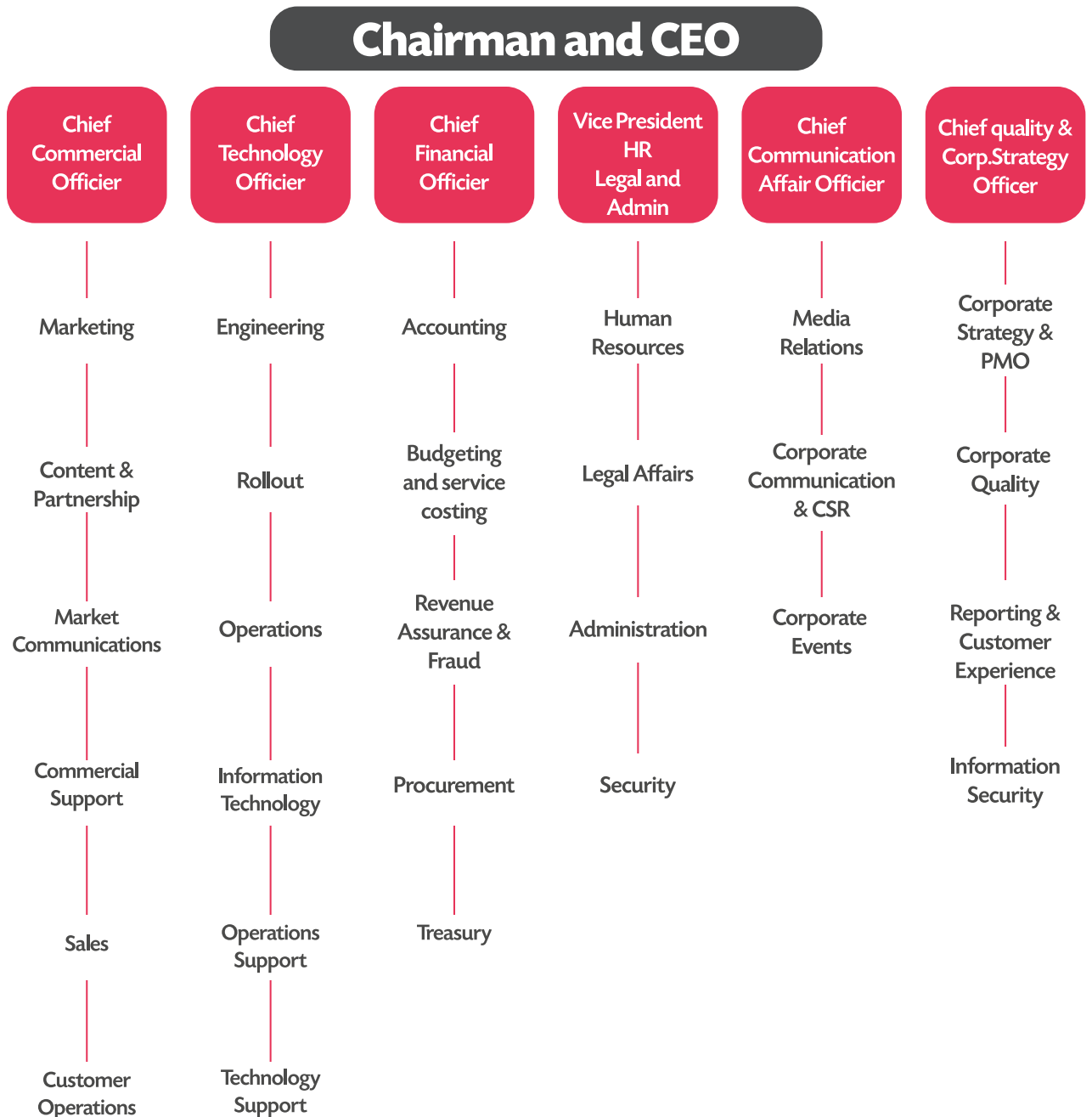


# ORGANIZATIONAL STRUCTURE

In order to facilitate our communication and ensure optimal operations, Alfa has also developed a sound organizational structure. The Organizational structure aims at ensuring clarity, transparency and accountability and to reporting responsibly. (102-18). The CEO of Alfa chairs this structure with the help of all the chiefs of various key sectors. (102-19)

Our organizational structure is essential to incorporate a clear and fully transparent hierarchy. (102-18)

## ORGANIZATIONAL STRUCTURE TILL END OF 2019



All our management team and members are hired from the local community. (202-2)

# **POLICIES CODES AND GUIDELINES** (102-16)

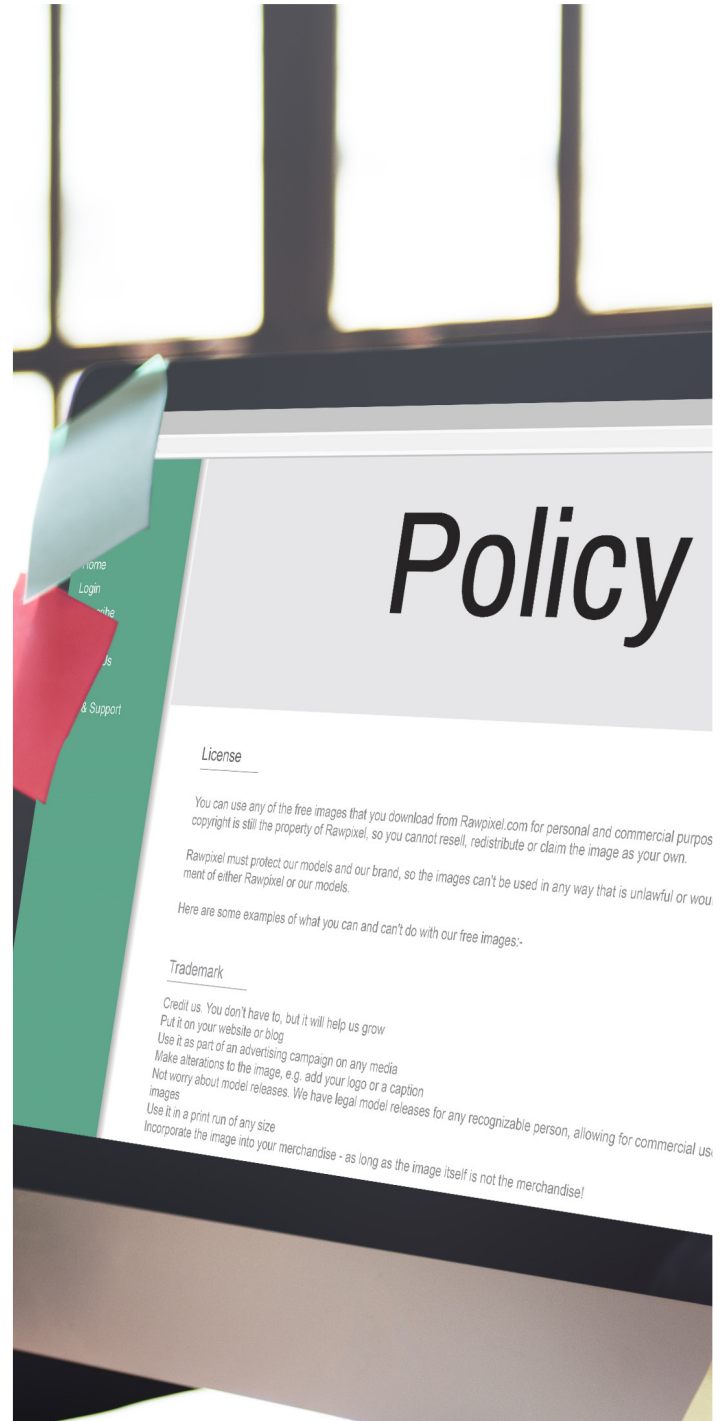
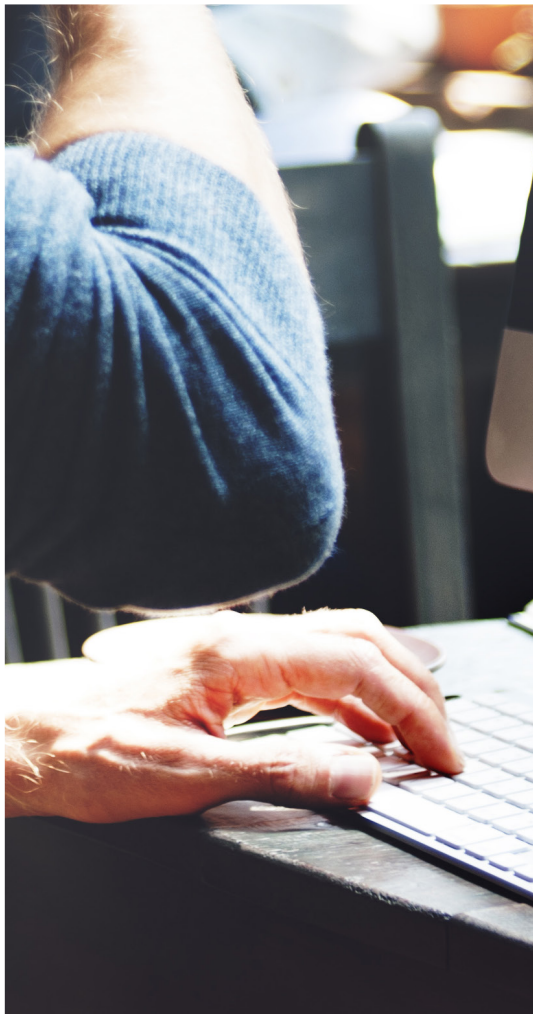
Alfa has been constantly introducing new policies, codes and approaches to keep up with its commitments to the most noteworthy standards in business. To list a few:

Alfa's Code of Conduct lays out the rules, directions and work force strategies that guide Alfa's employees with respect to the performance anticipated from them when fulfilling their obligations and while dealing with their partners and members from the larger society.

Alfa's Online Charter and Social Media Guidelines direct our fellow workers in their online activities, to secure their welfare and best interest while protecting Alfa and their stakeholders.

Alfa's Risk Management Policy clarifies Alfa's approach and principles to risk and risk management. It explains the involvement of all staff members including line managers and executive managers.

Information Security: Personal Computer Policy and Data Classification Policy help Alfa employees identify and face effectively recognizable hazards that may affect the physical and intellectual property of the company as well as the team.



# **ENTERPRISE RISK MANAGEMENT** **(102-15)**

In 2019, having demonstrated that our Risk Management framework is fully compliant with the ISO:31000, we were awarded the ISO:31000 for risk management.

To live up to our Agility pledge in our ever-changing environment, it is significant that we keep identifying our risks and managing them before they affect us. After developing a Risk Management Strategy based on ISO31000 and aimed at identifying all kinds of threats or events that might disrupt normal operations in 2014-2015, we have moved further and adopted a whole new risk management culture in 2016 (102-11). In 2019, being awarded ISO: 31000 demonstrates Alfa's commitment and full compliance to this framework after the introduction and implementation of a comprehensive risk management framework and process with an open and receptive approach to solving risk problems that ensures that risk management is well integrated within the normal business processes and aligned to the strategic goals of the company.

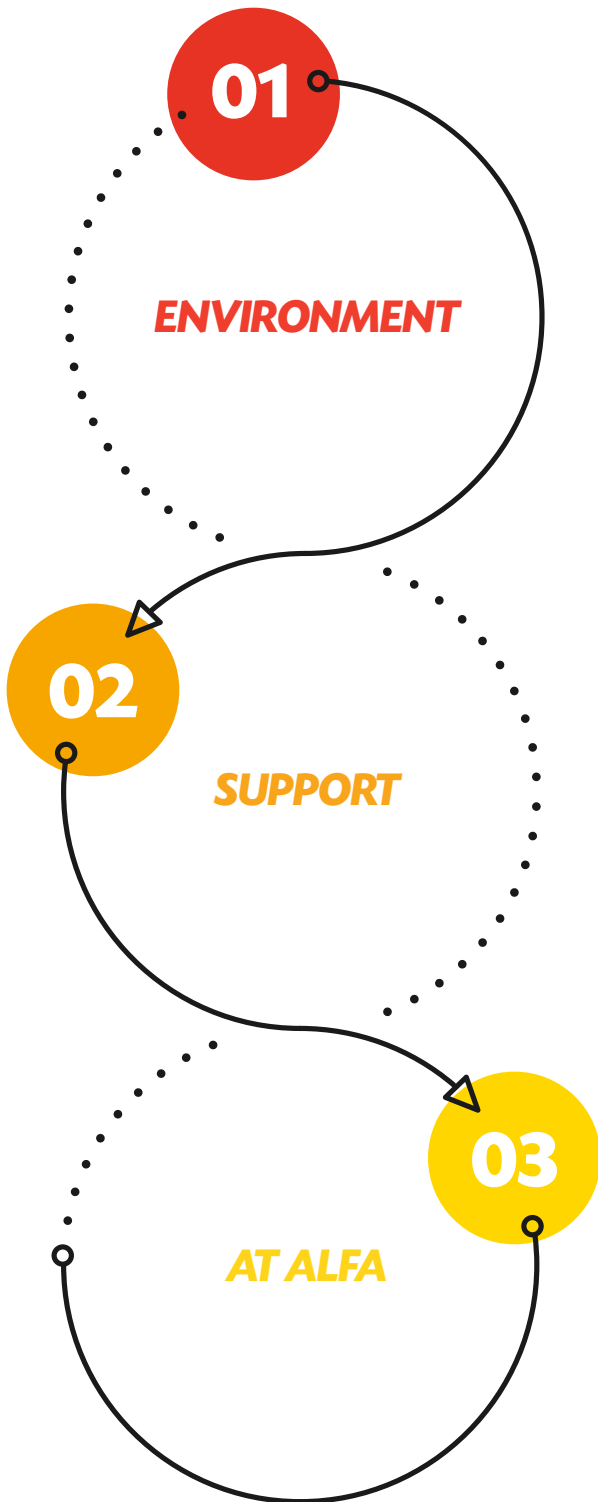
At Alfa, all employees are favored to report on any risk that might have occurred or was detected within their working environment. Once a risk is identified, it is shared with the concerned team to assess and treat it. We offer periodical assessments on risks, and report them to the top management to be able to treat them adequately.

"Risk Champions" have been selected from various company units in previous years, and we are proud to maintain and progress on the crisis management plan. The plan is to ensure that zero incidents occur across the chain that might threaten our organization and stakeholders. Furthermore, the plan covers the workflow, approach, communication plans and activities that need to be carried out in order to mitigate the situation and ensure business continuity.



**RISK MANAGEMENT CULTURE:**

Moreover, as per Alfa’s strategy and organization division Alfa’s senior management board is committed to foster an environment of support that encourages the application of the risk management culture throughout the company. This support includes:



Endorsing the risk management policy ref PL/RBC/002

Assigning risk management accountabilities and responsibilities at appropriate levels within the organization.

Ensuring that the necessary resources are allocated to risk management.

Ensuring that the framework and policy for managing risk remains appropriate.

Leading by example in adequately addressing the items raised by risk management.

Ensuring alignment of risk management objectives with the objectives and strategies of the organization with special emphasis on Business Continuity Planning, Revenue Assurance, Information security, Internal Audit and Fraud Management

### RISK MANAGEMENT MATURITY (102-30)

Since 2012, Alfa is relentlessly working on managing all enterprise risks, namely risks having an adverse impact on the environment and/or the health and safety of its employees, subcontractors, or visitors. After identifying and working on 43 environmental and health/safety related risks and continuous improvement initiatives, after assessing the datacenters, offices, warehouses, and strategic sites from those two perspectives, and after launching the green Alfa initiative, Alfa eventually evolved to be on par with companies having ISO14001 and ISO45001. Adding to this that Alfa is in line with the Global Reporting Initiative (GRI) and is strategically committed to the SDG (Sustainable Development Goals)

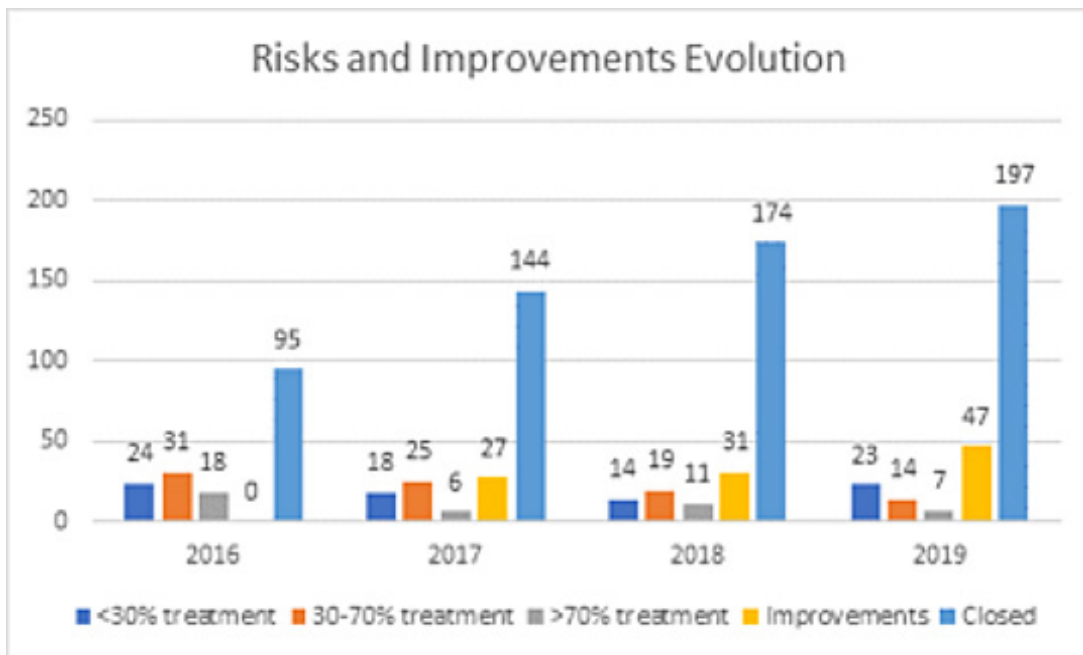
Leveraging on the acquired vast know-how and the culture established throughout the years, Alfa's internal gap assessment, as later confirmed by an external gap assessment performed by APAVE, revealed a high level of readiness for ISO14001 and ISO45001 certifications.

The actual audit was carried in November 2018 by AFNOR, and resulted the official double certification for ISO14001:2015 and ISO45001:2018

With the awarded certifications, Alfa is committed to preserving the environment, reducing the pollution, and safeguarding the health, safety, and mental wellbeing of its employees, subcontractors, or visitors. This commitment is established through a set of policies, guidelines, and procedures ensuring the culture is well spread and integrated into normal business processes such as office operation, fieldwork, sites design, sites acceptance, maintenance, crisis management, building management, just to name a few.

As often accurately stated: environment, health, and safety excellence is a journey rather than a destination. Alfa is well aware of this fact and is hence committed to constantly fostering the culture by integrating the best practices in every day's tasks, specifically focusing on the life cycle of products and services starting by the procurement process until disposal, passing by operation. Another aspect that will be worked on is developing the competences of involved employees. The ultimate objective is to reach a culture of ownership, whereby employees own the environment and safety mindset, and are consulted regarding those topics, making it a second nature. Having this "environment, health, and safety" in the corporate DNA is only achievable through positive re-enforcement.

*You may find in the below figure the evolution of our Risk profile*



## Alfa's Records of Excellence in ISO Compliance and Certifications

With the risk based thinking concept introduced in 2015 to Management System Standards in ISO, Alfa was able to leverage on the maturity of the risk management framework to ensure the governance of the HSE system (ISO14001 and ISO45001) as an integral part of its risk and business continuity entity



### CONTINUOUS IMPROVEMENT

In today's competitive environment and marketplace, whereas organizations are working smart to maintain their leadership and positioning on the technological side, we understand the importance of agility as main catalyst of positive change and advanced innovation.

Preserving our leading standing and pioneering journey necessitates an agile culture that infiltrates in all our business aspects, starting from our mindsets, to our business processes, to our organizational structure, to our network optimization and last but not least to our state of the art products and services.

Being able to collect, foster, and implement improvements that come from within, will enable the organization to swiftly respond to a continuously changing ecosystem, making it an agile organization, hence the complementarity of agility and continuous improvement. Improvement ideas might be raised from anyone, at any time, from anywhere in an organization. What is needed to capitalize on the new idea and to see it becoming a reality, is a mechanism for sharing knowledge and empowering employees to implement the needed changes to business as usual. This mechanism is achieved through a well-established continuous improvement framework.

Therefore, the most powerful enabler for agility, and ultimately lean management, is a continuous improvement culture.

Currently at Alfa, continuous improvement is being introduced, to lead the way towards an agile organization loyal to Alfa's strategy. As a matter of fact, agility at Alfa is intended to be seen at all the core competencies that fall under organizational excellence: System and Process.

**System:** the IT and Telco Networks constantly go through thorough optimization, and the technical teams are relentless in pursuing the latest technologies that suite Alfa. In a company like Alfa, where technology is the core competence, the only way to keep a competitive edge is by being agile enough to adapt to the latest technical landscape. Failing to adapt to technological innovations might prove to be lethal.

**Processes:** establishing continuous improvement culture, leads to initiatives that aim at re-designing the corporate processes as per the stakeholders' expertise and lessons learnt, making the business more efficient and agile. As a matter of fact, when such a culture is established, the whole mindset of the employees will become intuitively agile.

**By embracing the latest trends in organizational theory, Alfa is progressively heading towards a healthy future of organizational excellence**

# ANTI-CORRUPTION (205-2)

Alfa is a proud member of the UN Global Compact Network Lebanon (GCNL); and supports all of its principles as well as the 17 SDGs. The 10 principles are divided into 4 areas mainly: Labor, Human Rights, Environment and Anti-Corruption. Alfa applies a zero tolerance policy to fight all forms of corruption both internally and externally. Bribery and extortion are strictly forbidden and not tolerated within the company.

## Internally

At Alfa, we train all our employees and offer continuous support to eliminate all sorts of bribery and corruption. These trainings enable us to raise awareness on any issue related to corruption and ethics. Line managers and the Human Resources department are in charge of these issues. We have also in place a policy within our Code of Conduct that focuses on special gifts and gratitude. Any employee who receives a gift exceeding a set amount has to declare it to the HR department. Employees are also asked to report any behavior that raises concern or any suspicious practices that are not in line with our principles, regulations policies and ethics. Moreover, our employees are also asked to report on any serious topics they might encounter related to the overall operations of Alfa (205-1).

### Below are a few examples:

- Regulations and policies breach
- Confidential information disclosure
- Irresponsible actions that may endanger the health and safety of the employee
- Thefts or miss-use of the company's assets or property
- Conflict of interest related to a third party
- Fraud and corruption / miss-use of the fund and or petty cash
- All types of harassment: physical, moral or sexual
- Unethical behaviors related to our core values: integrity, respect, honesty, responsibility, accountability and fairness.

## Externally

To abstain from corruption, deliver top-notch value and balance between quality and price for business longevity, our procurement department follows a rigorous "Request for Proposal" procedure for suppliers.



## FINANCE: FRAUD MANAGEMENT

As part of our anti-fraud combat coping with new technologies and new services/products launched; in 2017, we started the process of implementing a fraud management and revenue assurance system that helped expand our fraud controls covering a large data set, phase 1 live in 2018 and phase 2 was finalized beginning of 2019.

### If a problem is detected, the actions taken are as follows:

- The case is reported to the concerned management level
- The revenue loss is quantified
- The problem is mitigated and losses are recovered
- The solutions are implemented and losses avoided
- The case is summarized and results are logged internally (205-3)





# SUPPLIER ASSESSMENT ON ENVIRONMENTAL, SOCIAL AND GOVERNANCE ISSUES

A part of our success comes from our suppliers; we are dedicated to our up-and-coming supplier selection processes and management, and to the business we conduct with socially and environmentally responsible companies who share our values. To work collectively towards achieving our commitment to sustainability goals, Alfa provides any supplier with a “Supplier Environmental, Social, and Governance (ESG) Compliance Form”. This form clarifies their performance in the areas of ethics, labor rights, health and safety, environment, governance and management issues. (102-10)

To note that a session was conducted for our main suppliers to introduce them on the UNGC 10 principle as well as SDGs and invited them to join this international platform.





**PILLAR  
TWO:  
CUSTOMER  
CENTRICITY  
AND  
EXPERIENCE**



Alfa, as a telco industry, recognizes that every single citizen has the right to the best connections. We strive to constantly improve our customer experience as our economic and social longevity of our organization is dependent on our costumers' loyalty. 3 out of 4 of our subscribers are using Alfa's data network because they know it provides the best internet connection, complete with higher speeds, top reliability, and optimized performance. To serve more than 2 million subscribers with more than 1.7 million active data subscribers relying on our network for their connectivity needs by end of 2019, we make our top priority and efforts to ensure top-notch customer satisfaction in the industry.

In 2019, the smartphone penetration rate reached 94% compared to 90% in 2017, and more than three-quarters are LTE-enabled handsets, while our subscribers consumed 42.8 Petabytes in 2019 of which 72% were served by the 4G network, a triple data consumption compared to 2016.

To note that our drop call rate of 0.5% is lower than the worldwide average drop call rate of 1%. Drop call rate presents the percentage of telephone calls that were cut off due to technical reasons before either of the speaking parties had finished their conversation and hung up.

The Customer Centricity pillar includes the following sections:

- 1- Our Customer Service
- 2- Customer Experience Management (CEM)
- 3- Services
- 4- New Alfa Stores and presence expansion
- 5- Addressing Customers' Needs

# **OUR CUSTOMER SERVICE**

We have a dedicated and passionate team of customer service representatives available 24/7 in our call center (111), to take customers' call to answer any questions or solve problems around the clock as well as a dedicated team answering our customers' needs on our Social Media Channels, thus accompanying our subscribers and creating always new channels for them to be able to reach us to better serve them.

To make our services accessible and convenient to all customers, a secure Online Payment method is one of the services we provide, where payments for a variety of charges may be made by debit or credit card issued by Lebanese banks. Through this method, postpaid costumers can settle their monthly bills and prepaid customers can recharge their subscriptions online.



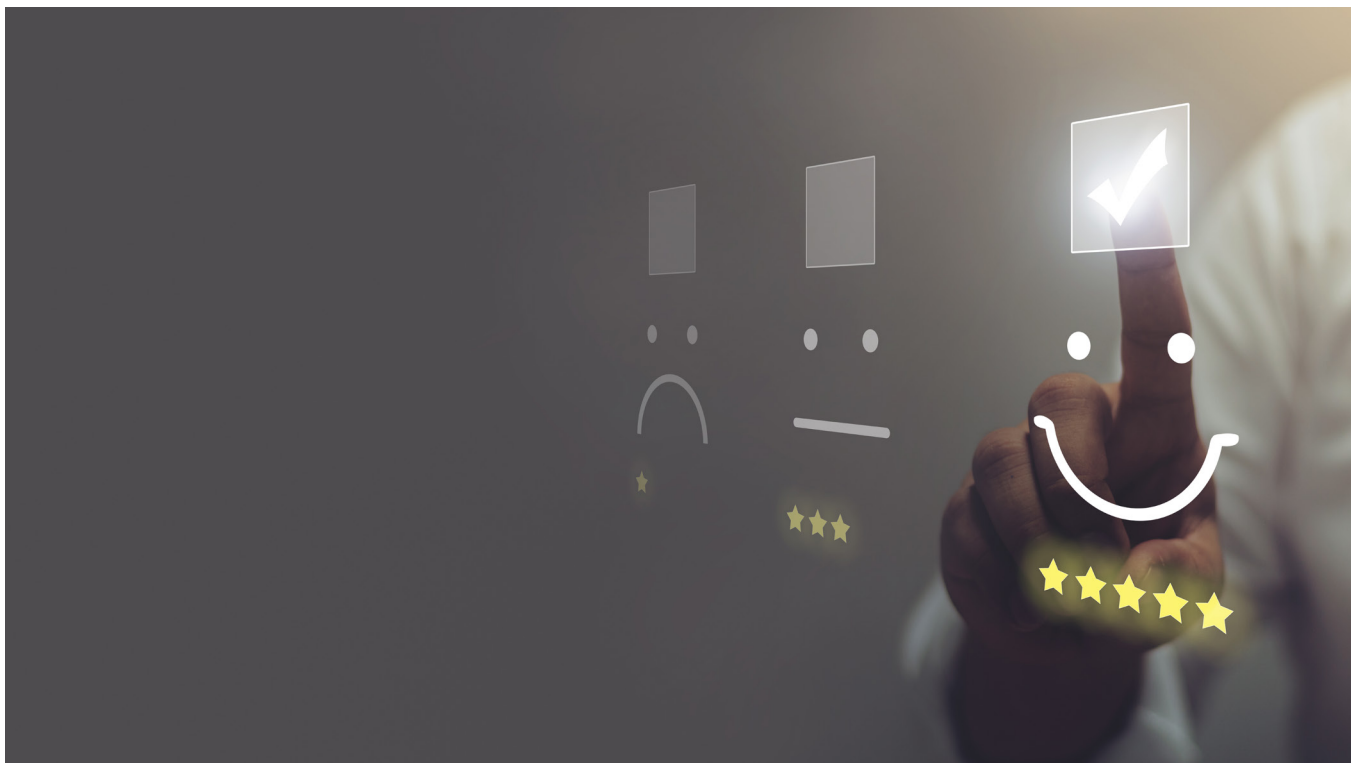
# **CUSTOMER EXPERIENCE MANAGEMENT (CEM)**

After setting successfully the Customer Experience Management (CEM) Process in 2014 to help us monitor our customers' satisfaction and continuously steer Alfa in the direction of a more customer-centered approach, we have established a coordinated approach aligning strategic goals with costumers' needs, while gauging their satisfaction levels at different transaction periods through several channels through the "Voice of Customer Program and Customer Satisfaction".

Through the Voice of Customer program, we gather our customers' responses across the entire customer journey by completing several surveys that are finalized via distinctive channels based on the customers' needs. During 2019, 141.058 answers were collected following several surveys completed using the below channels:

1. USSD
2. Mobile application
3. Website
4. Email
5. SMS
6. Tablets in Alfa stores
7. Phone (Internal)
8. Phone with an external party

A good answering ratio was noticed in 2019 (17.5%) comparing to 2018 (5.91%) following the introduction of the Happiness Index survey measured via tablets in Alfa stores.



## MAIN SURVEYS COVERED IN 2019

Channel Name	Survey Objective	Survey Trigger	Number of answers	Satisfaction score
<b>USSD</b>	USSD channel	Customer using USSD channel	5343	39%
<b>Mobile application</b>	Alfa Mobile Application	Customer using Mobile App channel	4605	21%
<b>Website</b>	Alfa Website	Customer using Alfa Website	242	28%
<b>Email Signature</b>	Monthly Bill	Customer receiving their bill by email	60	27%
<b>Email Body</b>	Voluntary churners	Customer leaving Alfa voluntary	20	NA
<b>Email Signature</b>	Email support channel	Customers communicating with us by email	287	52%
<b>SMS</b>	Complaint Process	After complaint closure	2928	23.5%
<b>SMS</b>	Store Visit	Customers visiting our store	2,260	59%
<b>SMS</b>	Onboarding Phase	New customers	21,650	23%
<b>Tablets in Alfa stores</b>	Store Visit	Customers visiting our store	121,401	NA

The Phone (Internal) channel is used to measure the satisfaction of our customers subscribed to a specific Product or Service while using a specific channel/specific transaction. In 2019, this channel was used also to check our persona, IVR and general satisfaction. As for the phone with an external party (CATI methodology) channel, it is used to confirm our internal survey results and our Customer Journey Map, to identify our strengths and pain points, and to benchmark our results. In 2019, this survey was conducted for both Postpaid and Prepaid customers.

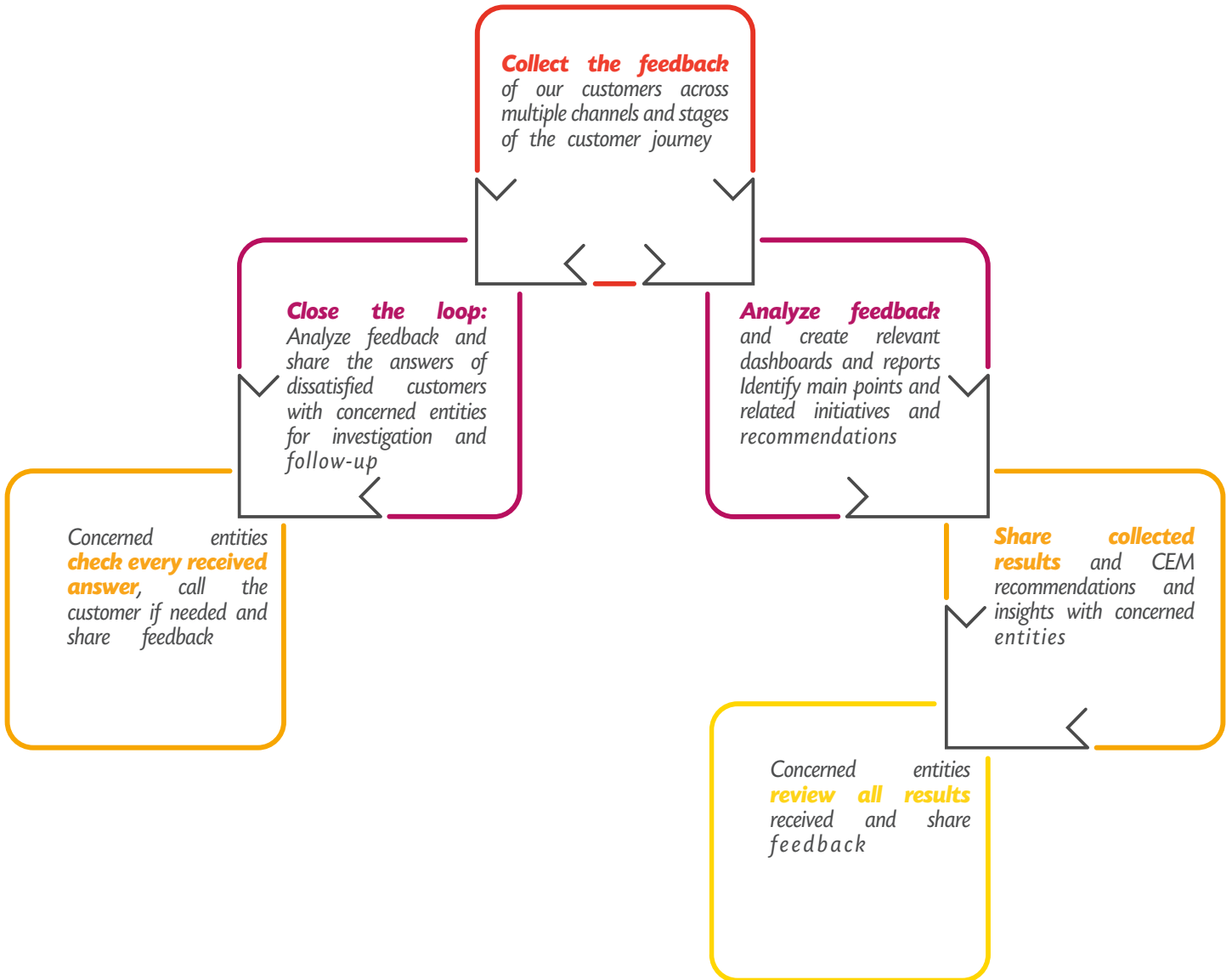
In 2019, our customers were given the chance to share their satisfaction after leaving an Alfa store, using the Happiness Index survey or/and through SMS. Our website survey, was also updated to measure the satisfaction of our customers after completing a specific transaction and was available as well on the main page for any customer accessing our website.

## CLOSING THE CUSTOMER FEEDBACK LOOP

Every week, all collected information from running surveys are checked, analyzed and actions were taken to improve the satisfaction. Customers in need of support or expressed dissatisfaction in certain cases were contacted by concerned entities to close the loop. Urgent requests were also shared immediately with concerned entities. The results of escalated cases are also followed by the CEM team and weekly report is shared with the management.

In 2019, 7,009 open-ended/comments questions were checked from all surveys out of 19,657 (35,65%) answers (Excluding Happiness Index Survey) and 2,261 cases checked and treated by concerned entities out of 7,009 open-ended/comments questions (32%).

## CLOSING THE CUSTOMER FEEDBACK LOOP WORKFLOW



## CUSTOMER JOURNEY MAPPING & PERSONAS

In 2019, Corporate and prepaid customer journeys were mapped for the first time and the postpaid customer journey map created in 2018 was confirmed. This map is a visual representation of every experience the customer has with Alfa to help us to step into our customer's shoes and see the business from the customer's perspective.

Based on several internal workshops supported by an external consultant, Alfa produce below personas to think more deeply about how it could better meet the needs of different types of customer

- 4 Postpaid Personas

- 5 prepaid Personas

- 4 Corporate Personas

## INITIATIVES

Following all conducted surveys, benchmark activities and customer Journey mapping activities in 2019, more than 100 initiatives and recommendations were suggested and continuously followed up with stakeholders to ensure a better customer experience to Alfa customers.

**"Adding a link to our billing SMS to view detailed bill on Alfa website"** and **"Informing our customers about coverage enhancement"** were the main completed initiatives in 2019.

Several Website recommendations were also implemented in 2019 to enhance the experience.

## KPI DASHBOARD

To have 360 views, a KPI dashboard was created to ensure that all KPIs affecting customers through their journey with Alfa are being monitored and analyzed.

## VOICE OF PROCESS

In 2019, customer-focused processes were highlighted, front stage and backstage activities affecting the customer experience and satisfaction, directly and indirectly, were noticed. Specific training was also conducted with concerned entities to put the customer at the heart of the business and help Alfa to provide an Outstanding Customer Experience.

## CUSTOMER-CENTRIC CULTURE

Besides, and as part of 2019 activities, we promoted the Customer-Centric Culture by:

1. Making our customers part of our processes
2. Creating an emotional and personalized connection with our customers in complaint treatment
3. Generating our Customer Journey Map and walking in our customers' shoes
4. Developing our Customer Persona
5. Monitoring our customer interactions using continuous surveys
6. Sharing customer success stories with Alfa employees
7. Preparing the induction session and a weekly awareness
8. Communicating continuously with Alfa employees:
  1. CEMO messages covering survey results, benchmark and mystery reports, customer experience trends shared every week (example)
  2. Alfapedia messages dealing directly with customer service agents communicated every month
  3. Induction sessions to introduce the customer experience and its importance to new joiners



# SERVICES (102-7)

Over the course of 2018-2019, Alfa launched 26 new offers and bundles, in addition to weekly weekender offers to our subscribers.

## 2018

**ALCATEL TABLET**  
POP4 7" DUAL SIM 4G  
+ 1.5GB  
**\$136**  
Exclusive at Alfa Stores

**Alfa Mobile Radio**  
Call 1031 and listen to  
International FM radio stations  
\$1.5/m  
MIS C

**WATCH ALL BASKETBALL MATCHES**  
\$9/MONTH  
UNLIMITED DATA

**ALFA 365**  
A line that lasts all year  
2GB \$1.5

إشترك  
واحصل على  
راوتر مجاناً  
إبتداءً من 25 GB / \$30

**UNLIMITED INTERNET**  
2 HOURS  
\$5

**Champion of All Lines**  
Buy a new line  
for \$3 & get  
**3 GB FREE**

**GUESS & WIN A**  
SAMSUNG GALAXY S9 EVERY WEEK

**Summer**  
is here with new  
Data Prices  
10GB 20GB

**TRIPLE YOUR DATA**  
WITH EVERY NEW \$3 PREPAID LINE  
1.5GB → 4.5GB

**YOUR FREE TWIN DATA CARDS ARE HERE!**  
Connect all your devices  
with your data bundle

**Valentine's Offer**  
share 5 GB and  
4 hours talk time  
for \$5 only

**HIT FOR**  
1.5 GB  
70 min  
Clip Alert

**HIT FOR**  
500 MB  
120 min  
Clip Alert

**FREE 350 MB WhatsApp\***  
With every NEW Prepaid Line

## 2019

**Own a Lebanese number**  
wherever you live  
\$61  
Call Lebanon with  
+961Alfa App

**With Alfa Data Traveler 4G Router**  
STAY ONLINE ANYWHERE YOU LAND  
Unlimited data starting \$50/week

**AlfaNet FREE ROUTER**  
SUPER-FAST INTERNET  
WHEREVER YOU SPEND  
YOUR SUMMER  
Starting at \$30/250

**Another first by Alfa,**  
eSIM is here  
Now Available at Alfa Stores

**THEIR EVERY MOVE**  
48H BATTERY  
WATER-PROOF  
4GB CONNECTIVITY  
06:20

**THEIR EVERY MOVE**  
48H BATTERY  
WATER-PROOF  
4GB CONNECTIVITY  
06:20

**نزلنا  
أسعار الداتا**

**DATA BUNDLES**  
NOW AVAILABLE  
FOR 2 & 3 MONTHS  
2 MONTHS: 40 50 25 GB 20 20  
3 MONTHS: 200 100 GB 70

**SAMSUNG**  
**FREE 12GB**  
WITH EVERY NEW ACTIVATION LINE  
Galaxy A20 \$154  
Galaxy A30 \$239

**SAMSUNG**  
**Take home the new Galaxy Note10 | 10+**  
\$50 Gift  
on your Alfa Line

**U-CAN**  
For People with Iron Will  
3 GB

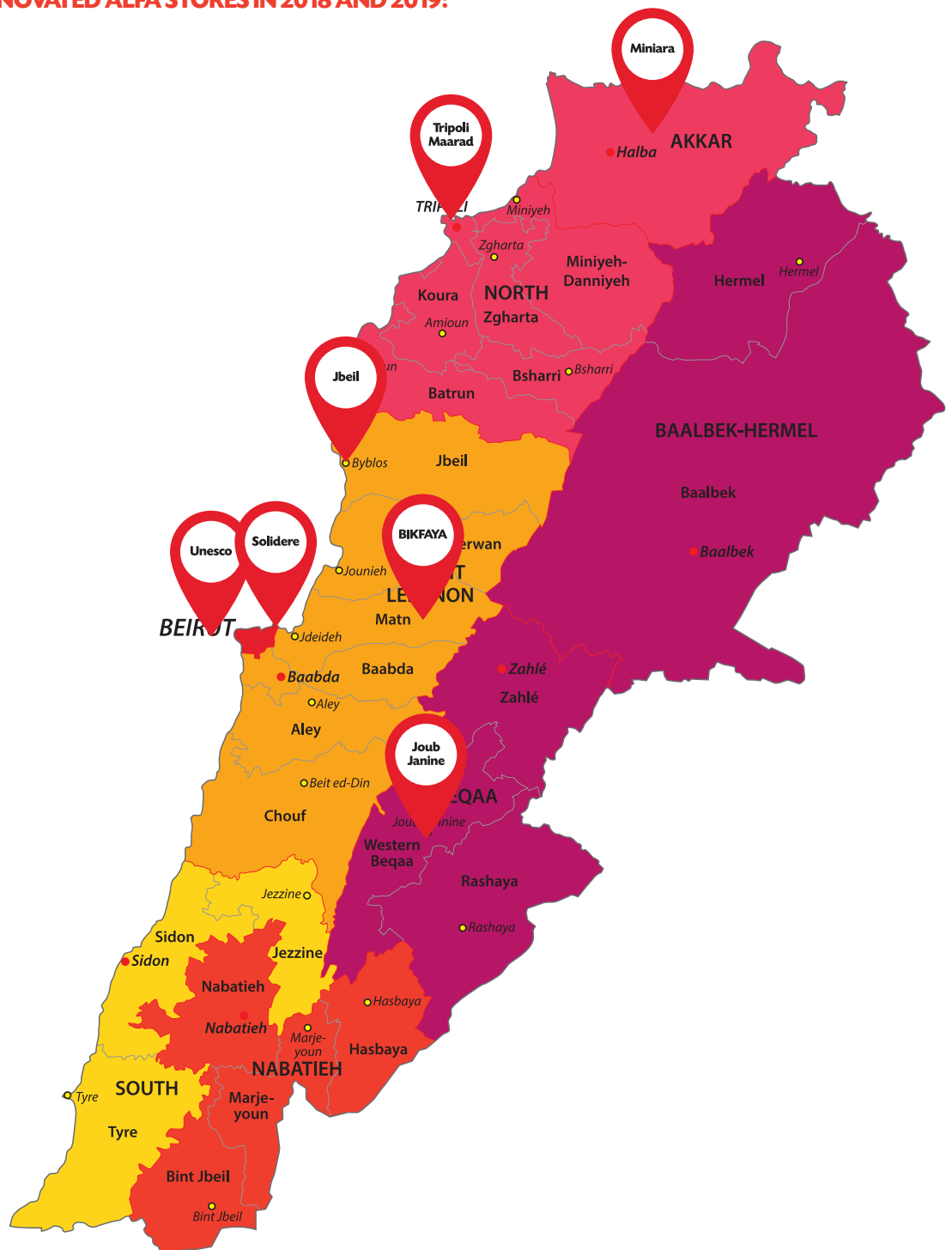
**ارسل باقة داتا هدية**  
واحصل على نفس الباقة مجاناً

# NEW ALFA STORES AND PRESENCE EXPANSION

To reach customer satisfaction, we need to be close to our customers so they can reach us and interact with us, not only through our virtual contact channels but also through proximity.

As part of our expansion plan, Alfa opened 8 Alfa Stores between new and renovated ones since 2018, as per our Alfa Flagship Store concept in Parallel Towers, Dekwaneh, that was inaugurated in 2017, to strengthen its presence in all regions and keep pace with technological progress. The design concept of the new and renovated stores makes them customer-friendly in order for people – especially the youth - to come and enjoy a unique experience of end-to-end interaction with the operator.

## NEW AND RENOVATED ALFA STORES IN 2018 AND 2019:



To further expand our reach, we also operate with Franchises offering the same products and services to our customers as well as PoPs. Below is a summary of our expansion evolution from 2014 till 2019: (102-7)

Summary	PoPs	Alfa Stores	Franchisee
2014	1	8	7
2015	25	0	1
2016	8	1	0
2017	0	1	2
2018	0	3	0
2019	0	2	1
<b>Total</b>	<b>34</b>	<b>15</b>	<b>11</b>

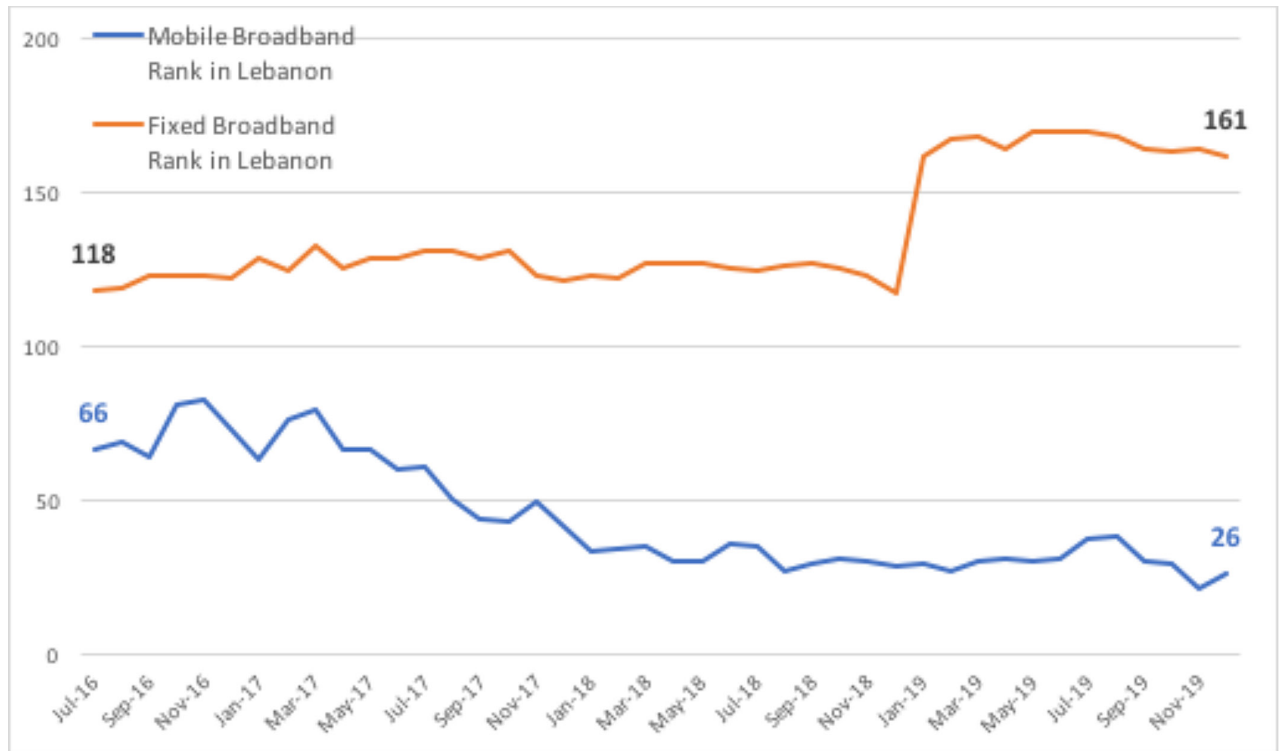


# ADDRESSING CUSTOMERS' NEEDS

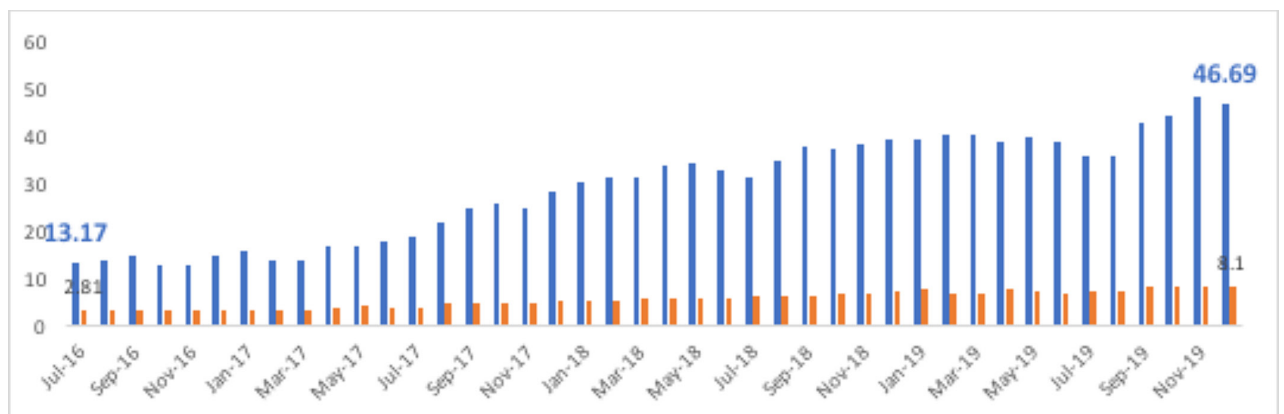
With a digitalized world relying more than ever before on data and internet speed, Alfa has invested in its network to meet those needs. By end of 2019, our national mobile broadband speed ranks in 26th position worldwide, moving from 66th worldwide in less than 3 years, with an average download speed of 46.7 Mbps. Furthermore, Lebanon and Alfa were ranked among the top 5 operators in MENA in terms of 4G speeds and reliability.

Today, Alfa serves almost half of the Lebanese population, and more than half of our subscribers are mobile users who consume 155 TB per day. Besides this, our 4G speeds enable 250 mbps of connectivity all over Lebanon, as we believe that mobile data services are no longer a luxury but a basic human right.

## BROADBAND SPEED RANK IN LEBANON

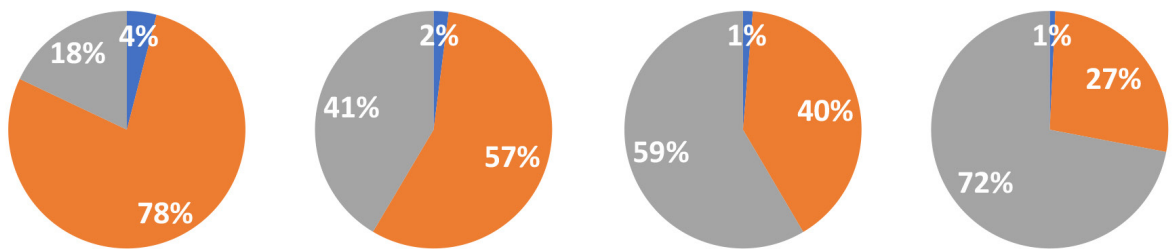
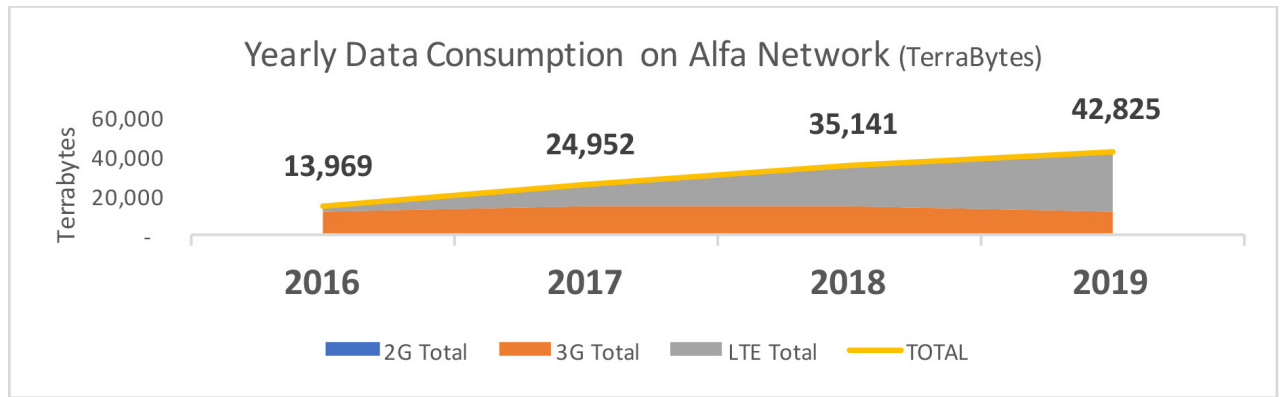


## BROADBAND DOWNLOAD SPEED IN LEBANON (MBPS)



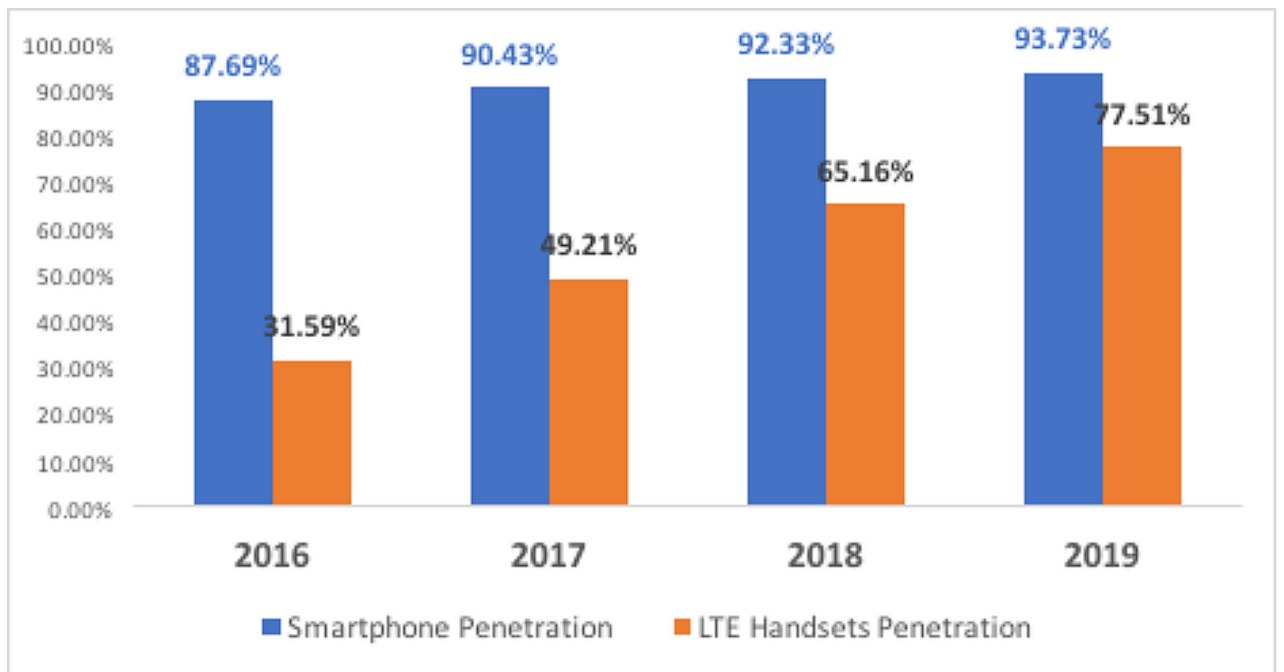
Following the major network investments and optimizations performed on Alfa network, data traffic was growing quickly and shifting from 3G towards 4G technology. In 2019, 42.8 Petabytes were consumed in Alfa network, of which 72% were served by the 4G network.

### DATA TRAFFIC



With a reliable network and high speed connectivity, customers invested in smartphones, which led to a smartphone penetration of 94% on Alfa network and more than three-quarters are LTE-enabled handsets.

### SMARTPHONE AND LTE HANDSETS PENETRATION





**PILLAR  
THREE:  
ECONOMIC  
SPILLOVER**



Our strive to building the ecosystem which endorses innovation and enables fruition of dreams success stories has been part of Alfa's DNA in line with our ambitious journey to evolve into a digital service provider. It is also part of our commitment to the UN's SDGs agenda and SDG 9 in which we commit to empowering Lebanon with the latest infrastructure and innovation. Besides our impact on SDG9 in Lebanon which has been massive, through our investments, we contributed to our community and to expanding our economy stimulating more than 3000 job opportunities in the ICT sector. We have secured support for ideas and start-ups. And with social media platforms, messenger services, and streaming platforms being used every day, we make sure our smartphone users are always connected to enjoy their mobiles to the fullest.

**The Economic Spillover pillar includes the following sections:**

**1- Economic development and financial performance**

**2- The Road to 5G**

**3- Value chain**



# ECONOMIC DEVELOPMENT AND FINANCIAL PERFORMANCE (203-2)

Alfa's way of doing business by thinking of telco as a way to improve the quality of life is shown through: supporting national initiatives, building the ecosystem which supports entrepreneurs and SMEs, and focusing on the importance of communication technology for sustainable development and economic growth.

## Facts and figures about Alfa's performance:

- The telecommunication sector in Lebanon contributes to around 10% of the government's revenues. Between 2018 and 2019, the telecommunication sector generated more than USD 2 Billion for the Lebanese treasury. (203-2)
- Alfa contributes to more than 1.3% of the national Lebanese economy's GDP. (201-1)
- Alfa is still investing in its infrastructure, by end of 2019, Alfa radio network consisted of 1,166 2G sites, 1,426 3G sites and 1,391 4G sites to assure nationwide coverage for 100% of the Lebanese population. (203-1)
- Alfa introduces bundles and offers allowing customers to enjoy data services for lower prices, which is increasing the data usage per subscriber. In 2019, Postpaid data subscribers consumed 4.6 GB per month, while prepaid consumed around 2.6 GB per month.
- Following the major network investments and optimizations performed on Alfa network, data traffic is still growing quickly and shifting from 3G towards 4G technology. In 2019, 42.8 Petabytes were consumed in Alfa network, of which 72% were served by the 4G network, with an average of 3567 Terabyte per month.
- Mobile broadband speed advanced from rank 66 in 2016 to rank 26 worldwide by end of 2019 with a download speed averaging 46.7 Mbps.
- 94% of handsets within Alfa network are smartphones and more than three-quarters are LTE-enabled handsets.

Alfa subscribers increased to reach more than 2 million subscribers

1,391 4G sites were rolled out to assure nationwide 4G+ coverage for 100% of the Lebanese population

Data Traffic reached unprecedented rates of 3567 TB per month as average

Smart Phone penetration reached 94%

Alfa market shares now reached 48%

Alfa data subscribers grew from 1.3 million in 2015 to more than 1.7 million by end of 2019

Over 3983 2G/ 3G/ 4G LTE sites are on air by end of 2019

100% of Lebanon is covered by Alfa's network

Drop call rate drops to 0.5% while 1% is the average worldwide figure

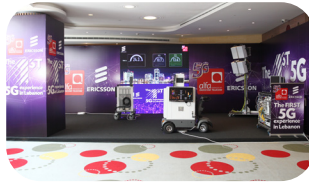


# THE ROAD TO 5G

Since 2017, Alfa established official partnerships with Ericsson and Nokia to prepare for the rollout of 5G network. Since then, Alfa engaged in a substantial modernization plan that aimed at replacing its legacy systems with cloud based and virtualized platforms.

## THE FIRST VOLTE CALL IN LEBANON

As part of its network modernization, Alfa was the first Lebanese operator to test VoLTE in Lebanon and among the first in the MENA region to deploy it. The test involved a direct VoLTE call demonstrating a call setup time of less than one second. The VoLTE service provides its users with 2 main advantages: First, a staggering call setup time of 1 to 2 seconds compared to a 7-10 second span on regular 2G or 3G calls. Second, a high definition sound quality.



## THE FIRST 5G EXPERIENCE IN LEBANON

Following its successful completion of the first 5G trial in Lebanon, Alfa in cooperation with Ericsson, held the first integrated 5G Live experience in Lebanon. The two-day event introduced the public and university students at Alfa headquarters to never-before-seen techniques in Lebanon, demonstrating the 5G network potential and wide range as well as huge speeds that exceed current speeds by 100 times to reach 25 gigabits per second (Gbps). As we enter the new digital revolution, where 5G is an essential element, we will be able to develop virtual intelligence, M2M and the IOT applications



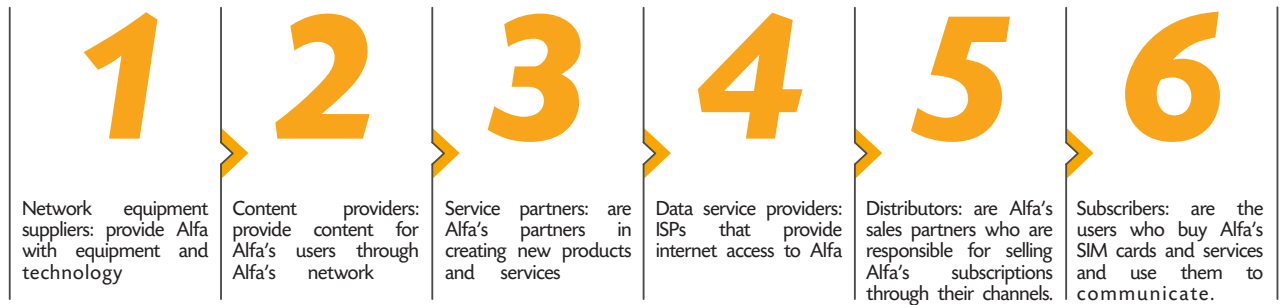
5G will have a huge impact on the economy for the next 15 years. It is expected that 5G will contribute to 0.2 percent of the global GDP. It will also create 22 million new jobs globally, most of which are new jobs.



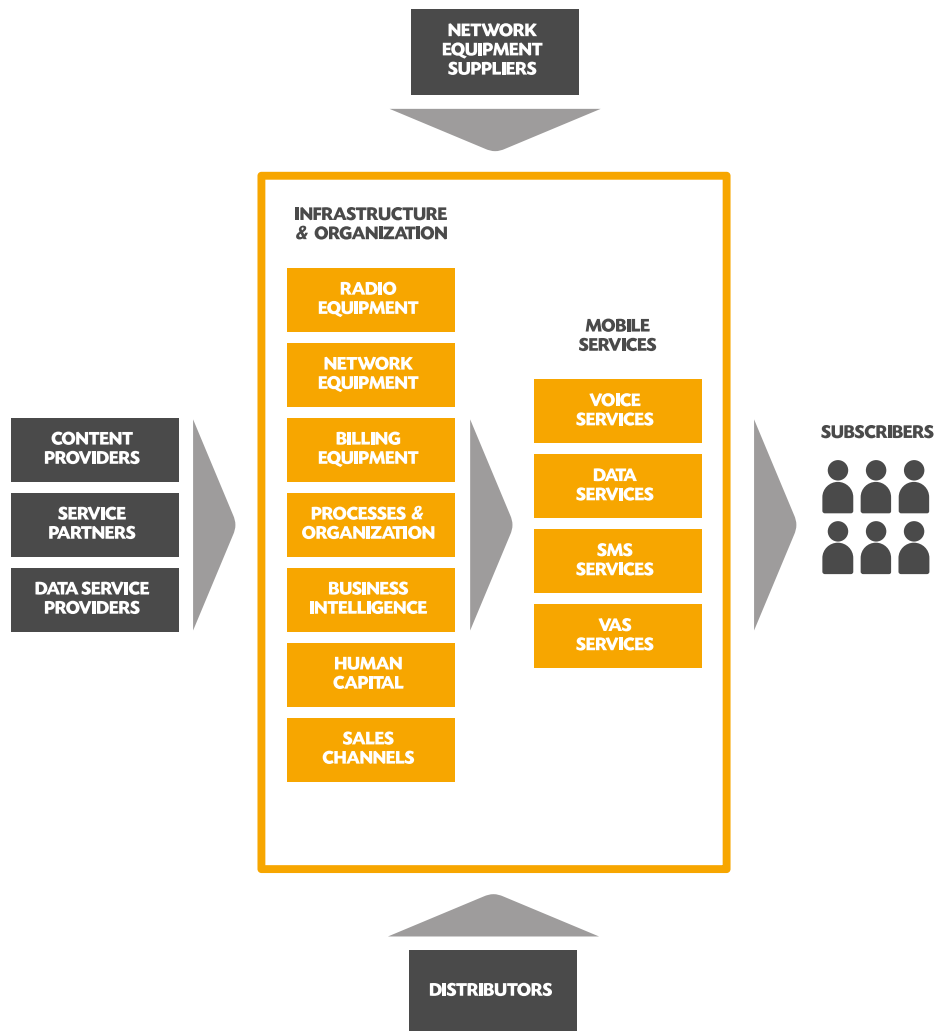
We believe that 5G is a game changer on which depends our sustainability. It will enable us to achieve high speeds and latency as low as 5 milliseconds. In addition, 5G will drive IoT adoption in Lebanon as well as abroad, thus creating the needed infrastructure for entrepreneurs and startups in the field of IoT and AI.

# ALFA'S VALUE CHAIN

Alfa's value chain comprises key players that work together and partner to sustain the value creation in the Lebanese economy. (203-2)



At Alfa, we aim to work with suppliers who take into consideration social responsibility and who adopt policies concerning the environment, human rights, and labor codes of practices. As mentioned in part I, our ethics and codes of conduct are truly important to the wellbeing of our company and all our suppliers should accommodate and abide by its prerequisites. (308-1)



Moreover, our value chain creates many employment opportunities and contributes to the general national growth.

**PROPORTION OF SPENDING ON SUPPLIERS IN 2019 (102-10):**

**Tech:**

70% of total amount for Local suppliers (204-1)

30% of total amount for International suppliers

94% of total Purchase Orders for Local suppliers (204-1)

6% of total Purchase Orders for International suppliers

**Non-Tech:**

93.5% of total amount for Local suppliers (204-1)

6.5% of total amount for International suppliers

98% of total Purchase Orders for Local suppliers (204-1)

2% of total Purchase Orders for International suppliers





**PILLAR  
FOUR:  
EMPLOYEE  
NURTURING**



All our achievements cannot be complete without the strong internal bond. As we evolve, this growth is nurtured from within to blossom and make an impact on the entire community.

As such, our investment in our people, the Alfa team, or as we call it our Alfa family is what makes us strong and paves the way to our achievements knowing that we can rely on a safety net.

We are an organization embracing diversity since inception. And we are very proud to have amongst our family people with disabilities or as we have decided to call them "People with Iron Will" who make 3.3% of our family. The law stipulates a 3% quota and is yet to be enforced, however, we have exceeded this quota. Our Iron Will workforce serves as an example of determination to their colleagues and to the community at large.

Women are our precious asset. We have a strong, dedicated and inspiring ladies' team who make up almost half of our Alfa family juggling between their family duties while being fully committed to their career and Alfa's mission.

We are proud to have built an environment of excellence by being the 1st operator in MENA to acquire the three ISO certifications ISO 39001 (Road Safety), ISO 14001 (Environment), ISO 45001 (Operational Health & Safety) and ISO 31000 (Risk Management).

**The Employee Nurturing Pillar 4 includes the following sections:**

- 1- Training and Development**
- 2- Diversity and Equal Opportunities**
- 3- Benefits for Alfa Employees**
- 4- Promotions**
- 5- Employee Health, Safety and Well-Being**
- 6- Human Rights**



# TRAINING AND DEVELOPMENT

Training and developing the skills of our teams will ensure advancement and progress in their roles in our fast-paced technological industry. The framework of our training and development encompasses competencies such as: technical, management and leadership, anti-corruption, Human rights etc. (412-2)

More than 27460 hours of trainings occurred in 2018 and 16856 hours in 2019.

The diverse trainings offered covered several topics such as hard skills, job related skills, information and technology, soft skills, telecom, and behavioral trainings.

## Number of Hours of training per year

YEAR	HOURS OF TRAININGS
2014	13260
2015	19766
2016	24607
2017	20749
2018	27460
2019	16856

## SPECIFIC DEVELOPMENT AND AWARENESS TRAININGS

### A- Safety and Security Trainings (102-8)

1. **Information & Physical Security** awareness sessions for all Alfa employees (yearly program).
2. **Road Safety Awareness for Office keepers at Alfa was delivered to 47 external supplier staff agents**, who are in charge of maintaining cleanliness at Alfa premises, in order to emphasize Road Safety guidelines and regulations while on the road, whether they are motorists or pedestrians
- 3. **Road Safety Awareness sessions are extended annually to all Alfa employees**; moreover, targeted trainings were organized for specific groups for capability development and/or knowledge enhancement (annual program since 2016).
4. **Defensive Driving Awareness sessions delivered to 232 users of company vehicles** to emphasize safe driving on the roads.
5. **Practical Defensive Driving - Crash Avoidance training delivered to 12 participants**
6. **First Aid Kit Awareness** session delivered to 27 participants driving company cars to train them on using First Aid kit along with related practices to follow in case of accidents.
7. General Safety Awareness
  - **Safe practices are referred to in the "Code of Conduct" and are summarized in the Induction Presentation for new members**
  - **Physical Safety and IT Security trainings are extended to colleagues who needed improvement; assessment of employee knowledge level; reminders and communication about related policies and procedures.**
8. **Health, Safety & Environment (HSE) awareness**
  - **Working at Height and Rescue Training delivered to 38 Tower Climbers** to ensure safety while on Towers.
  - **Warehouse Safety Practices training delivered to 19 Colleagues** to ensure safety in all warehouse-related functions.
  - **Recyclable Waste Management Awareness session delivered to 41 Green Agents at Alfa** to emphasize an eco-friendly work environment.

### **B- Expansion of Alfa's Internal Pool of QMS Auditors**

With the aim of sustaining Alfa's culture of quality and continuous improvement, a pool of Quality Management System Auditors was created in 2017, encompassing members from all departments who are responsible of auditing specific processes/activities within Alfa, including Road Safety practices, subsequently to Alfa's achievement of ISO 39001 Certification for Road Safety Traffic Management.

- In 2018, 7 colleagues were selected to attend RTS Internal Auditor Program

- In 2019, 3 colleagues were selected to attend RTS Lead Auditor Program

Currently our internal pool of active QMS Auditors counts 30 members.

### **C- International Programs for Colleagues' Individual Development**

Alfa partners with international providers to implement in-house programs for management development: e.g. INSEAD ("Innovation Program", 2013), London Business School (Leadership, 2009) & Informa Telecoms Academy (Mini-MBA, 2009), among others.

- In 2018, Alfa partnered with the International Institute for Management Development (IMD) to implement a management development program on "Leading Digital Business Transformation", tackling best practices in leadership to navigate global trends challenging the Telco industry, while sustaining the agility of our people and our organization.

- In 2019, Working at Height Training was delivered by a local provider according to OSHAS international standards.

### **D- Employee Participation in Development Plan**

Alfa has launched a "Development Opportunity" program for employees in line with the career evolution policy. An application was created where employees can self-register for internal trainings they are interested in, besides the individual yearly development plan.

- Starting July 2018, 157 Learning Opportunities till end of year out of a total of 2164 Learning Opportunities (7%).

Thus, an average of 23% of training seats per month was allocated to colleagues for this purpose, within 23 different modules.

- In 2019, 43 Learning Opportunities were provided out of a total of 143 Learning Opportunities (30%).



## TRAINING DEVELOPMENT CATEGORIES (404-2)

General Category	Category Description
<b>Hard Skills</b> <i>(Specific technical and job-related skills)</i>	Business Communication Corporate Social Responsibility Finance Human Resources Logistics Project Management Quality and Risk Management Sales Other specific job-related Hard Skills
<b>Information Technology</b>	Data Treatment IT Networking IT Overview IT / Programming IT Service Management IT Security IT Products and Services
<b>Soft Skills</b>	Communication and Interpersonal Skills Creativity Customer Service Excellence and Complaints Handling Management and Leadership Problem Solving and Decision Making Public Speaking & Presentation Skills Self-Management and Personal Productivity Social Intelligence Strategic Thinking & Planning
<b>Telecom</b>	Overseas conference for training and exchange of expertise Telecom Systems and Equipment related trainings (Installation, Configuration, Operation, Maintenance and Troubleshooting of Hardware, Software and Network; System upgrades, Latest technologies; Billing Systems)
<b>Specific behavioral trainings for customer service team</b>	Communication and Interpersonal Skills Customer Service Excellence Telephone Skills
<b>Safety &amp; Security</b>	Road Safety training (Online) Information & Physical Security ISO14001:2015 Environmental Management ISO45001:2018 Occupational Health & Safety Management First Aid training Firefighting training First Aid Kit awareness
<b>Microsoft Office Tools</b>	MS Excel, MS Outlook, MS PowerPoint, MS Project, MS Visio



## OVERALL LEARNING EFFICIENCY

Measures	2016	2017	2018	2019
Training Satisfaction Rate	82%	84%	85%	83%
Training Efficiency Rate	78%	78%	77%	82%



# DIVERSITY, INCLUSION AND EQUAL OPPORTUNITIES (2-404)

The three main values that reflect our supportive environment are equality, diversity and inclusion. Our family embraces employees from different genders, religions, and age groups. By the end of 2019 we had 1082 employees, comprising of 60% men and 40% women.

We are also proud to be an employer of choice for people with Iron Will, integrating them into the workforce and setting an example to follow for other organizations.

**Our physically challenged employees benefit from an array of opportunities, including:**

- 1- Equal benefits
- 2- Workplace wellbeing
- 3- Equal training opportunities
- 4- Equal remuneration opportunities
- 5- Equal employment opportunities
- 6- Accessibility to facilities and services

At Alfa, we have exceeded the 3% quota of the law 220/2000 promoting the rights of disabled that was ratified in December 1999 by the parliament. Since 2009 we initiated a partnership with LPHU the Lebanese physical handicap union.

**Our involvement in such a program only results in positive benefits mainly:**

- Benefit from more diversity
- Compliance with law 220/2000
- Develop the corporate social responsibility
- Raise awareness among colleagues especially for the rights of people with disabilities

We continuously strive to equip our premises in order to address the needs of all our colleagues with Iron Will and ease their integration within our working environment. (102-8)

Alfa is continuously striving to reduce gender discrimination within the company. In 2019, almost 40% of employees are women; 15 % of the Executives and 33.3 % of the management. We also pay equal wages to our employees depending on the type of the work done for men and women (405-2).

## TOTAL NUMBER OF ALFA EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER IN 2018 & 2019 (102-8)

2018	Permanent	Contractual	Consultant	Total
Female	377	49	1	427
Male	570	76	3	649
Total	947	125	4	1067
2019	Permanent	Contractual	Consultant	Total
Female	379	43	1	423
Male	576	81	2	659
Total	955	124	3	1082

**TOTAL NUMBER OF INDIVIDUALS WITHIN THE ORGANIZATION BY GENDER AND REGION (102-8)**

<b>2018</b>	<b>Female</b>	<b>Male</b>	<b>Total#</b>
<i>Beirut</i>	380	626	1006
<i>PoP</i>	15	19	34
<i>Chtaura</i>	4	7	11
<i>Halba</i>	5	3	8
<i>Warehouse</i>	0	9	9
<i>Jounieh</i>	10	3	13
<i>Thoum</i>	3	2	5
<i>Nabatieh</i>	1	3	4
<i>Saida</i>	4	3	7
<i>Tripoli</i>	4	6	10
<i>Mina</i>	3	5	8
<i>Unesco</i>	2	4	6
<i>Bikfaya</i>	5	0	5
<i>Jeb Jannine</i>	0	4	4
<i>Jbeil</i>	4	2	6
<b>Total#</b>	440	696	1136

<b>2019</b>	<b>Female</b>	<b>Male</b>	<b>Total#</b>
<i>Beirut</i>	370	606	976
<i>Solidere</i>	3	5	8
<i>Chtaura</i>	4	7	11
<i>Halba</i>	5	4	9
<i>Jounieh Souks</i>	8	4	12
<i>Thoum</i>	4	2	6
<i>Nabatieh</i>	1	4	5
<i>Saida</i>	4	4	8
<i>Tripoli</i>	4	5	9
<i>Mina</i>	3	5	8
<i>Unesco</i>	2	4	6
<i>Bikfaya</i>	5	0	5
<i>Jeb Jannine</i>	0	4	4
<i>Jbeil</i>	5	2	7
<i>PoP</i>	14	20	34
<i>Warehouse</i>	0	7	7
<b>Total#</b>	432	683	1115

# BENEFITS FOR ALFA EMPLOYEES

Our employees receive a number of benefits such as life and medical insurance, parental and personal leave. (102-8) Pregnant employees are entitled to 90 days of maternity leave before and after delivery. In 2018, 39 female employees benefitted from the maternity leave and 31 in 2019. The paternity leave is extended to 3 days for the father upon the delivery date. In 2018, 39 male employees benefitted from the paternity leave and 39 as well in 2019. All the parents who benefitted from parental leave, came back to work when it ended.

In order to ensure a balanced work-life, our policy leaves are sustained to increase the employee motivation and their commitment at work.

## There are several leaves that employees can benefit from:

- **Wedding leave: employees who are getting married benefit from a week off**
- **Nursing mother's special leave: all mothers employees who are nursing a child can benefit from a one hour reduction from their daily working hours until the child reaches the 1st year**
- **Parent's special leave: All parents with children under 10 years old can benefit from a one hour reduction from their daily working hours up to three times a week (102-8)**
- **Student's special leave: our employees who are pursuing post graduate studies can benefit from a one hour reduction up to three times a week upon providing a regular study schedule**

## TOTAL NUMBER OF EMPLOYEES TAKING MATERNITY AND PATERNITY LEAVES IN 2018 AND 2019 (102-8)

Year	Maternity leave	Paternity leave
2018	39	39
2019	31	39

## TOTAL NUMBER OF EMPLOYEES BY LEAVE TYPE (WEDDING, NURSING, PARENT'S AND STUDENT LEAVES) BY GENDER IN 2018 AND 2019 (102- 8)

Year/Gender	Wedding leave	Nursing leave	Parent's leave	Student leave
2018 Women	17	53	98	2
2018 Men	17		147	7
2019 Women	16	53	93	
2019 Men	20		173	2

## ALL TEAM MEMBERS EMPLOYED ON PERMANENT BASIS BENEFIT FROM: (401-2)

### Financial benefits:

1. **Transportation Allowance: 10\$ / day**
3. **Tuition fees / School and Kindergarten Allowance: up to 18K USD/ year /employee**
4. **Personal mobile allowance: 80\$ / month**
5. **Meal allowance: whenever an employee cannot benefit from Alfa Canteen services.**
6. **Mobile subsidy allowance**
7. **Wedding allowance of 1k**
8. **Medical Insurance: Class A (first class) In/Out including Doctors' visits; medicines and lab tests covered 100%**
9. **Medical Insurance for direct dependents subsidized by the company**
10. **Life insurance for the employee for: 50K USD**
11. **Mobile Line**

# PROMOTIONS

Alfa is keen to boost the promotion opportunities for talent present in the company to keep up with our industry's technological growth and exploit our employees' competencies. In 2018 and 2019, Alfa promoted 49 people and 32.65% were females.



# EMPLOYEE HEALTH, SAFETY AND WELLBEING

As the wellbeing of our employees is essential and key to our success, employees have at disposal a company doctor during working hours.

We have a complete Technical Occupational Health and Safety Guidelines and we aim to keep people safe by avoiding injuries, and we invest in safety training every year. Our employees are also pushed to adopt healthy lifestyles through internal mindfulness, such as the benefits of healthy eating habits and risk factors tied to smoking.



Only 14 work-related occurrences in our workforce were recorded during 2018 and 2019: 10 male and 4 female colleagues, 6 in Alfa premises, 6 on sites and 2 in the parking. (403-2; 416-2) The wounded employees were assisted with first aid assistance and then taken to the hospital (403-2).

Alfa employees are kept engaged through different activities to ensure their wellbeing. Some of the activities that occurred during 2018-2019: Alfa Christmas Village event, Alfa Christmas Kids Party, Mothers' Day festivity, Alfa Family day, and Alfa Gala dinner regrouping all Alfa family.



# HUMAN RIGHTS

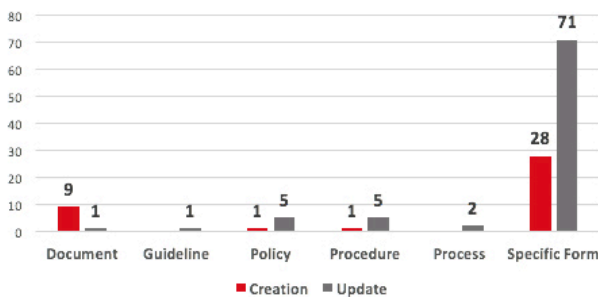
At Alfa, we support the Universal Declaration of Human Rights by considering and promoting ethical conduct amongst our employees, customers, stakeholders and business partners. (412-3) We perform our procedures and business relationships in line with the laws and guidelines in force in Lebanon and in line with internal norms and standards of top practices.

In 2019, 124 quality documentation items - documents, guidelines, policies, procedures, processes and specific forms - were either newly created or have been subject to review to comply with the quality standards that were acquired and human impact assessments such as: (412-1)

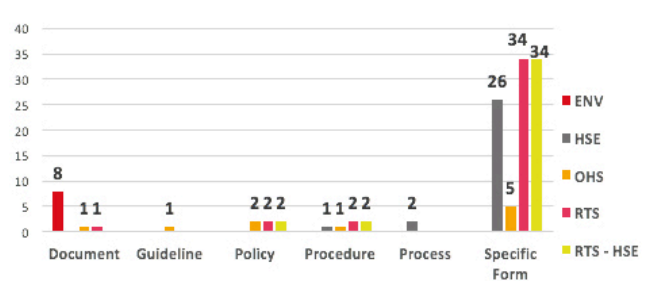


## QUALITY DOCUMENTATION AND MANAGEMENT SYSTEMS CHANGES - 2019

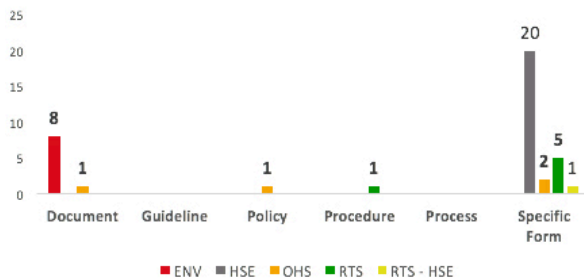
Documents Creation and Update vs. Type



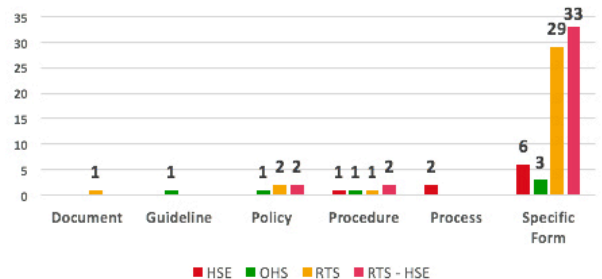
Documents Creation and Update vs. Standard



Created Documents vs. Types and Standard



Updated Documents vs. Types and Standard





**PILLAR  
FIVE:  
COMMUNITY  
INVESTMENT**





We believe in building a Sustainable Business Model by investing our talents and engaging our stakeholders for the benefit of our Society, our People and our Environment through pioneering responsible operations and initiatives (102-21).

Our long-term strategic involvement towards our community keeps on growing. The community investment initiatives and contributions are at the heart of our CSR program and our Corporate Sustainability Strategy since 2015. As a responsible telecom operator in matters of social responsibility and social development, we made sure to expand our focus areas and to work hand in hand with various stakeholders in order to ensure long-term sustainable initiatives that will create opportunities and build on the shared values. The main axis of our social responsibility program focus on Children in Communication needs, women empowerment, community well-being, green responsible resource utilization, Education and Technology Trends.

This 5th pillar includes our initiatives towards the communities around us, like community support initiatives, youth encouragement, digital inclusion, health, and environmental supervision. The top basics of this pillar comprise of the following: (102-12)

- 1- Alfa 4-life CSR Program**
- 2- Give 4-Life**
- 3- Youth Programs**
- 4- Green stewardship/Alfa 4-Nature**
- 5- Drive 4-Life**
- 6- Impactful Awareness Campaigns**



# ALFA 4-LIFE CSR PROGRAM

Alfa 4-Life showcases “the human side of Alfa” through which we strive to give back to our community and respond to its needs. It is the flagship of our Sustainability journey and a pledge 4-life. Through this 15-year program and ongoing, we continue to actively support the cause of People with Iron Will as part of our commitment to the 2030 UN Sustainable Agenda and particularly SDG#10: Reduced Inequalities. We have launched more than numerous initiatives and art therapy programs to support their integration over the past years.

Alfa started collaborating with our local community and respectively teamed up with local NGOs that focus on the children, as we believe children are our future. Our social initiatives tackle areas that are challenging to the children by adding the values to their lives in order to open up new horizons for their development and contribute to a sustainable future for our generations. Expanding the children perspectives, offering them new prospects and giving meaning to their existence, are our motto that enlightened our journey and reinforces our determination.

As we continuously work on improving the quality of lives of these children and specially their communications skills, Alfa partners with leading therapists and mentors to give our children the opportunity to express themselves and to build their capabilities and talents.

Every year, we collaborate with the NGOs to create programs that fulfill the needs of our children by giving them the abilities and capacities to excel in handmade arts and furniture; in addition, we continued to coach their vocal techniques by well-known vocalists and allowed them to explore their own potentials. To celebrate children’s success and accomplishments, we organize yearly events that highlight the progress of our children throughout the year and bring joy and fulfillment to their hearts.

Multiple NGOs that share Alfa’s concept and principles, are supported by Alfa 4-life including: Lebanese Autism Society (LAS), SOS Children’s Villages, Acsauvel, SESOBEL, Father Andeweg Insitute for the Deaf (FAID), the Lebanese School for the Blind and Deaf (LSBD) and Association Francophone Pour Les Malades Menteaux (AFMM).

## ***In 2018, we have implemented several initiatives in line with Alfa 4-Life CSR program:***



“Fleurs et Demeures” exhibition through the autism lens of the artist with Iron Will Ali Tlais at the Beirut Art Fair in collaboration with the Lebanese Autism Society.



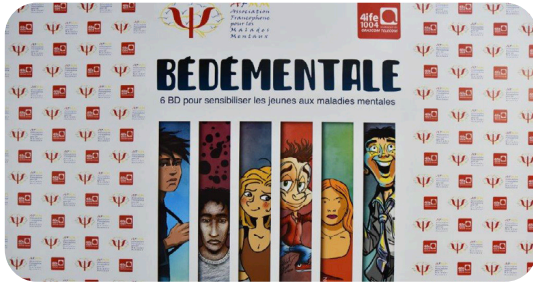
Opening of “Les Délices d’Alice” by Sesobel, the newly renovated boutique with the new brand conceived by Alfa.



Christmas Choir by the SOS Children’s Villages Lebanon at AUB assembly hall.



Fashion show designed by the students of the Father Andeweg Institute for the Deaf. A total of 17 dresses were presented by eight students who were trained on fashion design in specialized workshops.



Alfa held a dialogue on mental illness in partnership with the Association Fracophone Pour les Malades Mentaux (AFMM) during which 6 renowned artists signed their illustrated books about mental health and illnesses.



Hairdressing workshop for ACSAUVEL students who attended a training workshop as "hair dressing assistant and shampooineur".

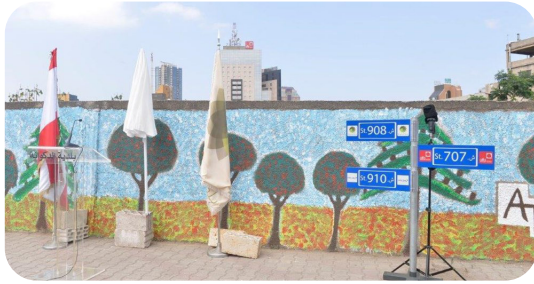


The students of ACSAUVEL, after a year of training, showed their determination, coordination, enthusiasm and team spirit through various sports games and activities such as basketball and gymnastics.



A Friendly Basketball game for the People with Iron Will in collaboration with Joe Rahal Foundation.

**And in 2019, we have implemented several initiatives in line with Alfa 4-Life CSR program:**



“Towards Sustainable Cities - Street Art Event” an Alfa initiative to beautify the region and raise awareness on the importance of green spaces with the painting of a mural by the artist with Iron will Ali Tlais from the Lebanese Autism Society.



Alfa, in collaboration with the Lebanese Autism Society (LAS), organized the 10<sup>th</sup> exhibition of the artist with Iron Will Ali Tlais, “[NatureS]” at the Beirut Art Fair.



Alfa organized a leatherwork workshop for the students of the Father Andeweg Institute for the Deaf (FAID) with the Lebanese international designer Johnny Farah. In this workshop, students participated in an intensive training where they learned the tools and techniques required to make leather products such as handbags and belts.



Within the framework of the therapy activities offered to the ACSAUVEL children, Alfa organized the annual ACSAUVEL Sports Day after a year of extensive training with a professional coach.



# GIVE 4-LIFE: ENGAGING COMMUNITY BY SUPPORTING SOCIAL CAUSES (1004)

As we seek to spread happiness among our community and subscribers and since giving makes people happier, we created "Give 4-Life". Give 4-life platform allows our subscribers to donate to our partner NGOs, which are part of our Alfa 4-Life program, thus contributing to improve the lives of our children.

For better engagement and reach, we put at the disposal of our customers a variety of means that enable them to donate:

- Give 4-Life by short message to 1004
- Give 4-Life using Alfa Mobile App
- Give 4-Life using Alfa website

As a recognition gesture to our donors, each respective NGO offers the top donor a handmade gift, crafted by the children.

Subscribers Donations:

For 2018: \$70.000 and for 2019: \$61.839

**We launch SMS Fundraising campaigns year-round on the short code 1004, enabling our subscribers to donate. Also, our website donation tabs and Alfa application encourage users to donate online. Below are some examples:**

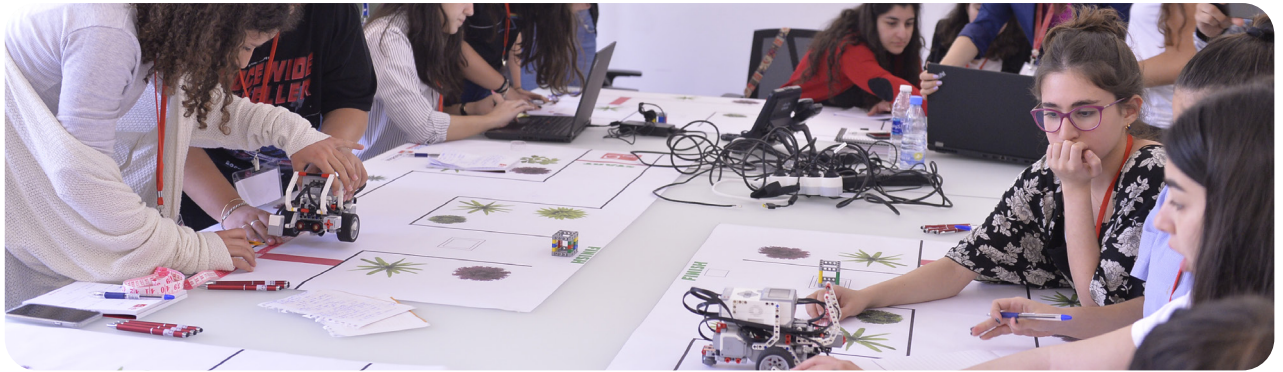




# YOUTH PROGRAMS AND DIGITAL INCLUSION

As part of Alfa's commitment to the United Nations Agenda for Sustainable Development 2030, namely SDG 9, which promotes innovation in technology, Alfa has initiated in 2018 and 2019 several partnerships to support youth and instill the entrepreneurial spirit amongst school and university students.

In this context, and capitalizing on the idea of the youth as future leaders of change, who can leverage technology as a tool for digital transformation and impact, Alfa has organized, for seven years in a row, the Girls in ICT Day, a day set by the International Telecommunications Union (ITU) in order to encourage young girls to actively engage in studies in the ICT domain and enhance their knowledge about the sector, welcoming young female students from different public and private Lebanese schools across Lebanon.



In another initiative addressing senior Lebanese university students in computer and electrical engineering, we launched the first of its kind competition, "Alfa and Ericsson IoT Award", driven by an operator and vendor and targeting Telecommunications, Computer and Electrical engineering students, in cooperation with IEEE Young Professionals Affinity Group. In its 2nd edition, the "Alfa and Ericsson IoT Award", in collaboration with the IEEE Young Professionals Lebanon, witnessed the participation of 47 students forming 17 teams from 12 Lebanese universities. This competition encouraged young minds and talent to channel their creative energy in new directions, while granting them needed exposure with telecommunications experts and decision makers from public sector, operators, vendors, academics, as well as incubators.



Through several strategic partnerships, Alfa has succeeded in positioning itself as the friendly startup operator, supporting "the Summer of Innovation 2018" launched by the Office of the Prime Minister with programs geared towards the youth focusing on innovation, technology, entrepreneurship and creativity. With Pitchworthy, through the Startup Scouts program, Alfa has reached 240 teams applying from all over Lebanon, 20 of them pitched in the semi-finals and 13 teams benefited from the four-month fall accelerator with equal gender distribution.

**ALFA'S SUPPORT TO THE STUDENTS' CAREER ORIENTATION, LEARNING PROJECTS AND ACADEMIC RESEARCH**

- Alfa experts were invited to take part in academic events/conferences to share internal expertise and industry updates through talks and/or panel discussions.
- Supporting academic students and researchers with data, guidance and internal expertise.
- Contributing to the career orientation programs/initiatives of local academic Institutions (schools and universities) addressing students aiming to pursue studies in telecommunications, IT or other relevant fields.

	2016	2017	2018	2019
<b>Number of Students visiting Alfa premises</b>	53	125	107	58
<b>Number of Students/Researchers provided with data/in-house expertise</b>	7	11	7	3

**ALFA'S SUPPORT FOR ENGINEERING STUDENTS AND YOUNG PROFESSIONALS**

- MoU with IEEE - Creating More Resilient Communities through Partn

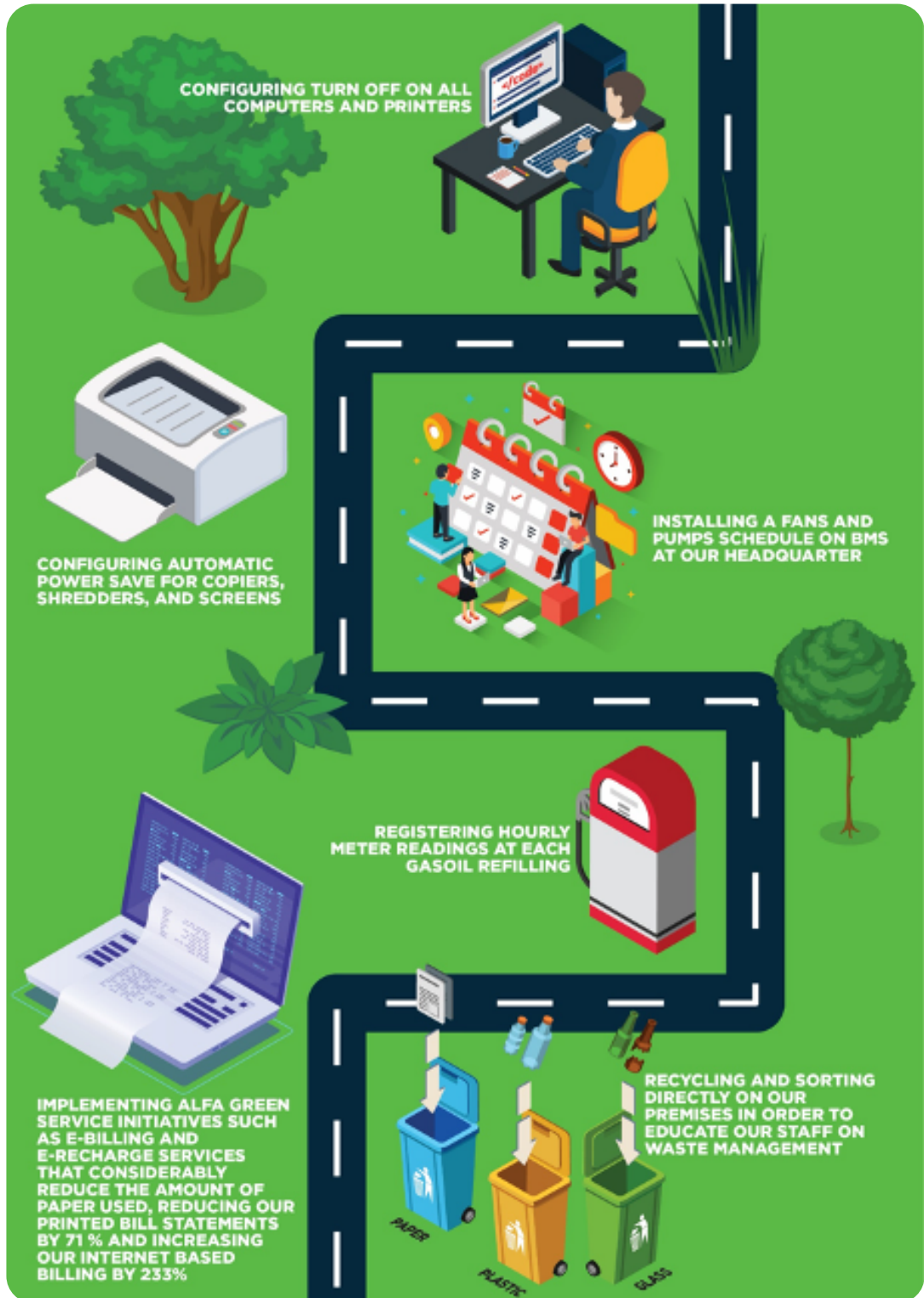
In 2017, Alfa signed a Memorandum of Understanding with Lebanon Chapter's of IEEE (Institute of Electrical and Electronics Engineers), thus granting access to the organizational perspective for students, academics and professionals from 17 Universities and even a broader network, by the means of internship opportunities, field visits, informative sessions and joint events.

- Benefits of extending Alfa's continuous learning culture beyond the company's premises:
  - Providing a professional framework for networking, knowledge exchange and collaboration
  - Sharing our expertise with tomorrow's talents and leaders so that they are better prepared to overcome academic and professional challenges
  - Empowering the new generation to instill a more hopeful outlook on our country's situation so they still strive to make a difference
  - Creating an opportunity for both corporate and academic organizations to align their strategies and practices for future talents to reap the multiple benefits, namely:
    1. Keeping up with global technological evolution and trends
    2. Complementing academic learning with practical experience
    3. Capitalizing on emerging talents to help them contribute to progress and innovation
    4. Improving students career choices
    5. Addressing the youth's aspirations and concerns, where possible

# ALFA 4-NATURE

Our environment today is going through an unprecedented transformation. From loss of green spaces, to climate change, it has become imperative more than ever to work together towards preserving the future of our country, of our planet and, ultimately, of our children.

Through the Alfa 4-Nature program, we are working on internal and external measures for a more sustainable environment. We are working on reducing our environmental footprint, by optimizing waste management, reducing energy consumption, and cutting down on carbon emissions.







### **ISO 14001 for Environmental Management:**

Alfa has become the 1st Operator to be awarded ISO 14001 for Environmental Management, by the certification body "Groupe AFNOR" accredited by COFRAC. Putting the Environment at the heart our business will be part of our relentless pursuit of Excellence. Alfa is committed to fostering the environment and making it a second nature, in line with its commitment to the Sustainable Development Goals of the 2030 Agenda.

### **First of its kind e-waste recycling initiative in Lebanon**

As part of Alfa 4-Nature program and its commitment to the 2030 United Nations Sustainable Development Plan, Alfa facilitated finding a solution to the waste crisis through responsible e-waste management.

Alfa and Ericsson launched the first of its kind e-waste recycling initiative in Lebanon. It involved the packing of 460 tons of expired electronic waste such as transmitters and antennas that were stored in Alfa warehouses. This e-waste material was placed in 35 containers and the process of exporting them to Sweden, where they will be recycled according to international standards, has started via the port of Beirut. We are proud to say that this was one of the largest e-Waste projects globally.



### OUR GREEN INITIATIVES

- First of a kind E-Waste initiative, sending 460 Tones (35 containers) of electronic waste were exported to Sweden for recycling
- Office operations are environmentally aware (use of papers, setting the IT equipment for power saving, etc...)
- Alfa's headquarters has optimized lighting (LED, sensors, etc.) and HVAC systems to reduce energy consumption
- Office waste is being recycled (Paper, Plastic, Glass, Metal)
- A dozen of pilot solar sites are installed
- Conventional UPSs were replaced by Unified power systems that optimize the power utilization by smart management and deep cycle batteries
- On site equipment was optimized in terms of usage to reduce power consumption
- The Green Alfa program promotes best practices for environment protection (with the help of designated green agents)

### OUR GREEN ROADMAP

- GHG figures are being compiled to be reported to the MoE (decision 99/1)
- The geographic distribution of the CO2 footprint is being prepared
- Setting tangible targets for reducing the GHG emissions through the deployment of state of the art power generation technologies on sites
- Joining the Lebanon Climate Act

### ALFA CARBON FOOTPRINT (METRIC TONS OF CO2)

	LL	LL/KWH	KWH	Liters	Carbon Footprint (Metric Tons of CO2)
<b>Office EDL (Pine and //)</b>	327000000	200	1635000	N/A	1063
<b>Office Diesel (Pine and //)</b>	N/A	N/A	N/A	285000	755
<b>Offices Operations</b>					<b>1818</b>
<b>Sites/DC EDL (including Adma and Libatel, //, Pine, Justice)</b>	N/A	N/A	38600000	N/A	25090
<b>Sites/DC Diesel (including Adma, Pine, Palm, Libatel, //)</b>	N/A	N/A	285000	8035704	21665
<b>Sites GE Subscription</b>	N/A	N/A	8227180	N/A	10695
<b>Sites Operations</b>					<b>57450</b>
<b>Cars Fuel</b>	N/A	N/A	N/A	240000	559
<b>Total</b>					<b>59828</b>

### TOTAL WEIGHT OF RECYCLABLE WASTE BY TYPE IN 2018 AND 2019 IN KG

Year	Metal	Plastic	Paper/Cardboard
2018	220.5 Kg	509 Kg	6,551 Kg
2019	305 Kg	737 Kg	5,857 Kg

# DRIVE 4-LIFE

Alfa walks the talk and leads the way by taking actions and embedding best practice norms as per the international quality systems, and was awarded ISO 39001:2012 Road Traffic Safety (RTS) in November 2017.

Since road crashes are the first killer among our youth (aged between 0-35 years) and knowing that they cost the country yearly between 1% and 3% of the GDP of Lebanon, Alfa took the initiative to develop its Alfa Drive 4-Life program which complements Alfa's CSR commitment and complies with ISO 39001, ISO 26000 and the UNGC principles.

Alfa launched since 2013 several Road Safety campaigns with Kunhadi, the ISF, LIRSA and the National Traffic Safety Council and has been releasing frequent tips on its social media channels to increase public awareness.

On the occasion of the World Day of Remembrance for Road Traffic Victims, hosted annually by the Secretariat of the National Road Safety Council, the Road Safety Research Center and the Alfa Academy for Road Safety were inaugurated at the headquarters of the Secretariat of the National Road Safety Council – Karantina in November 2018.



# IMPACTFUL AWARENESS CAMPAIGNS

More than 90% of the Lebanese data users are using Facebook, WhatsApp, YouTube while 75% of them are using Instagram. These social media channels account for 70% of the total data traffic within Alfa network. Consequently, ALFA launched #NOTEVERYTHINGISFORSHARING campaign.



Alfa launched an interactive and thought-provoking awareness campaign aimed at raising awareness about the need to share content (pictures and news) responsibly on social media.

Entitled Window Watchers, the campaign consisted of installing large phone frames on the windows of several buildings in Beirut, turning them into innovative interactive screens carrying the slogan of the campaign #NotEverythingIsForSharing. As part of the campaign, several awareness videos were produced that presented different scenarios, some of them shocking, to highlight the importance of privacy and to remind people to keep somethings private and not share them on social media.



The campaign witnessed great interaction by passers-by and caused a stir on social media. It aimed to point out that the content to be published on social media must be carefully selected and that personal moments, stances, or even political and social beliefs must be kept private because irresponsible publishing leads to devastating personal and professional repercussions.

# CLOSING STATEMENT

Alfa's journey of 25 years is a Steady Journey Towards Excellence. We deeply believe that Alfa is more than a brand selling products and services, Alfa's main purpose is to create a shared value and make a positive impact in our society. The future holds lots of uncertainties and challenges ahead, yet, we have paved the way to face them by believing in our People, constantly improving our management systems and remaining true to our mission of bridging gaps and connecting people together.

## Engage with us

This report can be accessed at <https://www.alfa.com.lb/en/csr/alfa-sustainability-report>.

If you are interested in learning more about Alfa or continuing the discussion, we also welcome you to engage with us via our social media channels below:



alfa.telecom



Alfa Telecommunications



Alfa Telecom



[www.linkedin.com/company/alfa-mic1](https://www.linkedin.com/company/alfa-mic1)

## External Audits and assurance

PwC is the external auditors for financial reports. (102-45)

The Global compact network Lebanon is the body for External Assurance. (102-56)

**This report has been produced in accordance with the GRI core and comprehensive standards. (102-54)**

[1] The contact point for questions regarding this report is Mrs. Souha Bou Rjeily [souha.bourjeily@alfamobile.com.lb](mailto:souha.bourjeily@alfamobile.com.lb) (102-53)



# APPENDICES

# APPENDIX 1: GRI Index (102-55)

## GRI 102: GENERAL DISCLOSURES

### Organizational Profile

General Standard Disclosures	Description	Pages
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102-2	Activities, brands, products and services	05
102-3	Location of headquarters	05
102-4	Location of operations	05
102-5	Ownership and legal form	05
102-6	Markets Served	05
102-7	Scale of the organization	46, 48
102-8	Information on employees and other workers	59, 63, 64, 65
102-9	Supply Chain	15
102-10	Significant changes to the organizations and its supply chain	15, 38
102-11	Precautionary Principle or approach	33
102-12	External Initiatives	70
102-13	Membership of associations	08

### Strategy

General Standard Disclosures	Description	Pages
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### Ethics and Integrity

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102-17	Mechanisms for advice and concerns about ethics	28

## Governance

<i>General Standard Disclosures</i>	<i>Description</i>	<i>Pages</i>
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102-28	Evaluating the highest governance body's performance	30
102-30	Effectiveness of risk management processes	35
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## Reporting Practice

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102-50	Reporting period	02
102-51	Date of most recent report	02
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## GRI 103: Management Approach

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### Economic Performance (GRI 201)

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### Indirect Economic Impacts (GRI 203)

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### Procurement Practices (GRI 204)

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### Environment Energy (GRI 302)

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308-1	New suppliers that were screened using environmental criteria	55

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General Standard Disclosures	Description	Pages
416-1	Assessment of the health and safety impacts of product and service categories	11
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	67

# APPENDIX 2: Implementation Of The 10 Principles Of The Un Global Compact

Core Area	UNGC Principles	Examples of Implementations at Alfa
Human Rights	<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</p> <p>Principle 2: Make sure that they are not complicit in human rights abuses</p>	<ul style="list-style-type: none"> <li>Alfa’s ethical business standards and internal code of conducts in accordance with international norms and standards of best practice.</li> <li>Alfa’s operations and business relationships in line with the applicable laws and regulations in Lebanon</li> <li>Alfa endorses the Universal Declaration of Human Rights by respecting and promoting ethical conduct amongst our employees, customers, stakeholders and business partners.</li> <li>A large number of our operations have been subject to human rights reviews or human rights impact assessments such as LPHU Training in 2015 and our compliance with several ISO Standards</li> </ul> <p>• Same as above</p>
Labour	<p>Principle 3: Businesses should uphold the freedom of association and the recognition of the right to collective bargaining</p> <p>Principle 4: The elimination of all forms of forced and compulsory labor</p> <p>Principle 5: The effective abolition of child labor</p>	<ul style="list-style-type: none"> <li>Alfa abides by ethical business standards in accordance with international norms and standards of best practice.</li> <li>We conduct our operations and business relationships in line with the applicable laws and regulations in Lebanon and our internal code of conduct and endorse the Universal Declaration of Human Rights</li> <li>Progressive employment practices pertaining to diversity, equal opportunity, training and talent development, occupational health and safety Compliance with Lebanese Labor Law and ISO Standards</li> <li>Alfa advocates the Convention on the Rights of the Child</li> </ul>

Core Area	UNGC Principles	Examples of Implementations at Alfa
Labour	<p>Principle 6: The elimination of discrimination in respect of employment and occupation</p>	<p>Progressive working conditions for staff as shown in the Report where we aim to include and support employees of different genders, religions, and age groups as well as people with “Iron will”.</p> <p>Alfa believes in eliminating gender discrimination and advocates the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities (People with “Iron Will”).</p> <p>We ensure a supportive workplace that reflects equality, diversity, and inclusion- the cornerstones to our sustainability efforts and our company success.</p>
Environment	<p>Principle 7: Businesses should support a precautionary approach to environmental challenges</p> <p>Principle 8: Undertake initiatives to promote greater environmental responsibility</p> <p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies</p>	<p>Alfa was awarded ISO 14001 for Environmental Management on 2018</p> <p>“Alfa 4-Nature” initiative Adopting new ways to reduce our energy consumption and cut down on our carbon emissions such as installing electronic type ballasts energy efficient in our premises and recycling our recyclable waste</p> <p>“Alfa 4-Nature” initiative Assessing Suppliers based on Environmental issues; Offering environmental friendly products such as E-bill and E-recharge service</p> <p>Energy Efficiency</p> <ul style="list-style-type: none"> <li>- Reducing energy consumption</li> <li>- Adopting energy efficient technologies</li> <li>- Using energy efficient components in our buildings</li> <li>- Renewable energy sourcing: powering our base stations with Solar Energy</li> <li>- Energy efficient company fleet “Exhaust Oxygen Sensor”</li> </ul> <p>Waste Management:</p> <ul style="list-style-type: none"> <li>- Purchasing Recycling bins</li> <li>- Disposing Recycling bins in strategic areas</li> <li>- Conducting awareness to all Alfa employees</li> <li>- Deciding on storage areas</li> <li>- Collecting papers</li> <li>- Monitoring process</li> <li>- E- waste recycling</li> <li>- Allow on-the spot purchase through NFC</li> </ul>
Anti-Corruption	<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery</p>	<p>We do not tolerate any form of bribery and extortion and we aim to maintain a zero tolerance policy against all forms of corruption, both internally and externally</p>

# APPENDIX 3: Implementation Of The 17 Sustainable Development Goals



## Examples of Implementation at ALFA

## Sustainable Development Goals (SDGs)

- Alfa encourages local sports and sheds light on local talent by being the main sponsor of many marathons, tournaments, national sports teams and leagues as well as Alfa team members including those with "Iron Will"
- Alfa held a dialogue on mental illness in partnership with the Association Fracophone Pour les Malades Mentaux (AFMM) and launched illustrated books of six renowned artists about mental health and illness
- Alfa continuously supports the well-being of people with "Iron Will" through Art and Sports therapy as part of Alfa 4-Life CSR events
- Alfa embraces the culture of Road Safety and was the first telecom operator in the MENA region to be awarded ISO 39001:2012 certification on Road Traffic Safety, working internally and externally on spreading awareness through targeted community awareness campaigns and external initiatives.
- Another major milestone in the course of Alfa's development is to be the first telecom operator in the MENA to be awarded ISO 45001 for Occupational Health and Safety.

SDG 3

- Alfa organized with Ericsson the second edition of the "Alfa and Ericsson IoT Award" Competition for university engineering students to encourage entrepreneurship and innovation (SDG9)
- Alfa provides a benefit supportive plan to its employees who are seeking university studies

SDG 4

- Alfa was the first Lebanese company to organize "Girls in ICT" event every year since 2013 as per Lebanon's ITU directive to teach young ladies about the telecom sector and the opportunities available to them and encourage them to pursue careers in the field
- In 2019, our team comprised 39% of women, including 13% of Executives and 33.3% of management.

SDG 5

### Examples of Implementation at ALFA

- With a stronger need for an agile and innovative telecom sector in the country, Alfa is continuously creating opportunities for decent employment in the company and through the ecosystem while introducing new technologies
- Alfa fosters a synergistic work environment that values every employee, promotes respect and teamwork and strengthens its position as a Model Employer
- Alfa contributes to more than 1% of the national Lebanese economy (GDP)

- Alfa provides the fastest internet innovations in the world to the Lebanese market. Mobile broadband speed advanced from rank 66 in 2016 to rank 26 worldwide by end of 2019 with a download speed averaging 46.7 Mbps

- Alfa has nationwide 4G+ deployment covering 100% of its subscribers with LTE Advanced sites

- Alfa in cooperation with Ericsson, offered the first integrated 5G Live experience in Lebanon, introducing the public and university students at Alfa headquarters to never-before-seen techniques in Lebanon, demonstrating the 5G network potential and wide range as well as huge speeds that exceed current speeds by 100 times to reach 25 gigabits per second (Gbps)

- Alfa launched customized initiatives and programs for the youth fostering innovation: Alfa & Ericsson IoT Award for engineering university students, Girls in ICT day and supported Lebanese talents

- Alfa was the first Lebanese operator to test VoLTE in Lebanon and among the first in the MENA region to deploy it

- Alfa is still investing in its infrastructure, by end of 2019, Alfa radio network consisted of 1,166 2G sites, 1,426 3G sites and 1,391 4G sites

- Alfa champions the cause of people with "Iron Will" by partnering with NGOs to support their inclusion and improve their productivity and financial independence

- Youth Diversity is also important and 26.82% of Alfa employees are below the age of 30 years

- Employees with "Iron Will" constitute more than 3% of Alfa's Total Employee Population exceeding the 3% quota stipulated by the Law 220/2000 and ratified by Parliament in December

-1999 to promote the rights of the disabled

### Sustainable Development Goals (SDGs)

SDG 8

SDG 9

SDG 10

### Examples of Implementation at ALFA

- Alfa family is continuously trained and reminded about sound driving rules as part of its Road Traffic Safety management certification ISO 39001:2012, and audited on a yearly basis
- Alfa sponsored local festivals to encourage Art and Culture and support local communities

- Alfa has a well-established Waste Recycling program in all Alfa premises (papers, cardboard, plastic and metal)
- Alfa celebrates Earth Hour on a yearly basis
- Alfa provides Green Tips to colleagues on a monthly basis
- Alfa's Green Bill initiative encourages customers to resort to e-bill instead of paper
- Alfa was awarded ISO 14001 for Environmental Management, by the certification body "Groupe AFNOR" accredited by COFRAC, putting the Environment at the heart of Alfa's business, by reducing our environmental footprint, optimizing waste management, reducing energy consumption, and cutting down on carbon emissions.
- Alfa and Ericsson launched the first of its kind e-waste recycling initiative in Lebanon by recycling more than 400 tons of expired electronic waste such as transmitters and antennas that were stored in Alfa warehouses. This e-waste material was exported to Sweden and was recycled according to international standards.

- Alfa supported many local NGOs through its Alfa 4-Life program
- Alfa is a member of the UNGC and the GCNL Board of Directors which is continuously seeking to develop partnerships that create impact in the community
- Alfa gathered its main suppliers and introduced them to the SDGs to work together hand in hand towards achieving the goals

### Sustainable Development Goals (SDGs)

SDG 11

SDG 13

SDG 17





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